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Monday January 15 1990

World News

Row brews
over three
men shot in
Belfast

The British Government was under pressure last night to explain the tactics of Northern Ireland's security forces after undercover soldiers shot dead three men in West Belfast.

Hurd's HK plan

Douglas Hurd, the British Foreign Secretary, is considering mapping out only a short-term programme for the development of democracy in Hong Kong which is due to start in 1991 with limited elections. Page 18

Mongolians protest

Several thousand people belonging to the Mongolian Democratic Federation, an opposition group, staged a rally calling for an end to one of the world's oldest Communist systems, official East German news agency ADN said.

East German unrest

East Germany's Communist-led Government, under growing pressure from the opposition and party members to speed up the democratisation process, faces the threat of industrial strikes. Page 2

Soviet energy crisis

Reports from across the Soviet Union suggest that the world's largest energy producer is facing a potentially explosive energy crisis. Page 3

Wales wooes Japan

Solidarity chairman Lech Walesa told visiting Japanese Prime Minister Toshiki Kaifu that Poland wants to become a "second Japan" and asked Japanese firms to establish joint ventures as models for economic reform. Earlier story, Page 3

Comecon quarrel

Row over financial and currency relations between members of the Comecon organisation has erupted between the Soviet Union and those East European states, led by Czechoslovakia, most committed to introducing market principles. Page 18

Gorbachev returns

President Mikhail Gorbachev flew back to Moscow after apparently failing to convince the leaders of the rebellious Lithuanian republic not to break away from his ruling Communist party. Page 3

Spy death sentence

Senior Soviet diplomat, known as "Donald," who for almost 30 years passed defence secrets to US intelligence under the nose of the KGB, has been sentenced to death in Moscow. It was unclear whether the sentence had been carried out.

Earthquake in China

Strong earthquake hit a remote part of China's north-western Qinghai province but there were no immediate reports of deaths.

Disco fire kills 43

Forty-three people trapped by smoke died in a blaze at a disco in the northern Spanish city of Zaragoza.

Nuclear test talks

US and the Soviet Union resume talks on limiting underground nuclear tests with both sides expecting agreement by the middle of the year.

Ozal assurance

President Turgut Ozal told an Iraqi minister that Turkey had taken steps to prevent the temporary diversion of the Euphrates River from harming downstream users in Iraq and Syria.

EC aid for Bulgaria

The EC may soon reach an agreement with Bulgaria on ways to help the country make the transition towards a free market economy.

Europe's good terms

East European countries want to stay on good terms with Syria and other Arab states despite moves to improve ties with Israel, diplomats say.

Holiday homes blast

Around 60 masked gunmen, suspected of belonging to the Corsican National Liberation Front, burst into a holiday camp on the island of Corsica and held about 15 tourists at gunpoint while they set off explosives to destroy holiday homes. There were no casualties.

Business Summary

UK strikes
may hit all
Ford plants
in Europe

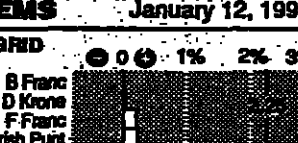
FORD Motor's UK car and engineering production operations could be crippled by indefinite unofficial strike action by maintenance workers.

The action, which comes in a week of critical talks between union leaders and Ford over the company's 10.2 per cent pay offer, could also affect mainland European plants producing the Escort, Orion and Fiesta cars, which use engines made at Bridgend, South Wales. Page 6

EUROPEAN Monetary System

The Italian lira finished at the top of the EMS last week, following its recent devaluation. Western members of the system, including the French franc, were helped when Mr Karl Otto Pöhl, the Bundesbank president, dismissed speculation about a full EMS realignment. The Danish krone and Belgian franc were the weakest EMS currencies but finished well within their divergence limits.

EMS January 12, 1990



ECU DIVERGENCE



The chart shows the convergence of EMS exchange rates. The upper chart, based on the system's weakest currency, defines the cross-rates from which only the lira and peseta may move by more than 24 per cent. The lower chart gives currencies' divergence from the central rate against the European Currency Unit (ECU).

SEC, the US Securities and Exchange Commission will be given greater powers to regulate and seek information from securities markets under legislation due to be taken up when Congress returns later this month. Page 18

AIR FRANCE's takeover of UTA looks likely to spur the European Commission into acting to stem the tide of airline mergers and co-operation deals. Flying in the face of EC policy. Page 18

AEROSPATIALE, France's state-owned aircraft and missile maker, has had to transfer workers from Toulouse because the strike at British Aerospace is slowing work on Airbus assembly. Page 21

BANQUE INDOSUEZ, the French investment bank, plans to take over the rapidly growing Dutch stockbrokerage house, Kooijman. Page 21

CEIBA-GEIGY, Swiss chemical company, reported record group sales of SF20.6bn (\$13.3bn) last year, an increase of 17 per cent. Page 25

AN austere UK budget seemed more likely over the weekend as the Government found its counter-inflation policy under growing threat from rising pay claims. Page 6

KUWAIT plans to merge several local banks to form three or four larger institutions, said Sheikh Salem Abdul-Aziz al-Sabah, the central bank governor. Page 20

METAL LEVE, one of Brazil's leading engine component manufacturers, is to begin construction of a \$100m factory in Portugal. Page 31

FLAT GLASS & Shatterproof Industries (PGLSI), South African-owned glass and wood group, has relinquished control of its overseas wood interests to a consortium of American and European private investors. Page 21

J.P. MORGAN is expected to launch into formal syndication this week \$400m of senior loans to finance the management buy-out of Swedish Match from the Stora group. Page 24

CHEVRON, the US energy company, hopes to sell its Bahamas-based oil terminal, storage and refinery facilities to the state-owned Petroleos de Venezuela (PDVSA). Page 21

Soviet troops struggle to quell riots in Azerbaijan

By Quentin Peel in Moscow

AT LEAST 30 people were killed by mobs of Azerbaijani nationalists who attacked Armenian residents in Baku, the Azerbaijani capital, at the weekend.

The violence was the worst since race riots two years ago in the neighbouring city of Sumgait left 32 dead.

"Sporadic violence in the streets continued during the weekend, in spite of urgent reinforcements of Soviet troops in Baku."

Late last night Tass, the official news agency, said the situation had been brought under control. "The situation in Azerbaijan is still extremely complicated," Tass reported. "Groups of hooligans provoked rioting and violence on the night of January 13 in Baku."

Radio Moscow put the death toll at 30.

The death toll in the confrontation and virtual civil war between Armenia and Azerbaijan, sparked off by the Sumgait race riots, ostensibly over the future of the disputed mountain territory of Nagorno-Karabakh, is now approaching 200.

Karabakh is a mountainous enclave in Azerbaijan with a majority Armenian population who are demanding to leave Azerbaijan and join Armenia. The riot in the Caspian Sea city of Baku began just as Mr Mikhail Gorbachev, the Soviet president, returned from the



Baltic republic of Lithuania after an abortive effort to persuade nationalists there not to seek secession from the Soviet Union. He issued urgent appeals there for nationalists to reduce their demands in order not to endanger the entire reform process in the country.

The Soviet leader immediately despatched top-level teams of government and Communist party officials to Baku and Yerevan, the Armenian capital, in an attempt to restore order. The officials were backed by Interior Ministry troops.

Details of the atrocities in Baku were only emerging gradually yesterday, along with reports of violent incidents in many parts of Azerbaijan. The republic was the scene of border riots over the new year, when nationalist demonstrators tore down the frontier fences with neighbouring Iran.

News of the attacks brought some 300,000 people onto the streets of Yerevan, the Armenian capital, demanding drastic steps to impose law and order and protect Armenian lives. Although Tass said that speakers at the rally appealed for calm, nationalists said

there were also calls for armed groups of vigilantes to protect Armenians.

The latest riots apparently began after a mass rally of Azerbaijani nationalists took place on the central Lenin Square, to demand the resignation of the republican government for its failure to impose Azerbaijani control on the Karabakh region.

First reports of the riots said that "provocatory" leaflets were distributed among the 150,000 demonstrators in Lenin Square.

The crowd was told that two Azeris had been attacked by an Armenian with an axe when they demanded his family leave Baku. One had died, and the other was in a serious condition, Radio Moscow reported.

"Calls were made at the rally to drive the Armenians out of the city," the correspondent said. "When the rally ended, the crowd began to disperse. Among the crowd, anti-Armenian slogans were shouted, and then the most terrifying thing of all began - the pogroms."

"The republic is on the boil, hearts are bleeding, and the militia is trying to do everything it can. Serious, serious measures are needed."

Mr Eduard Shakhmuroyan, Continued on Page 18

Soviets face winter energy crisis, Gorbachev loses argument with Lithuanians, Page 3

E Germany abandons 'middle way'

By David Goodhart in East Berlin

AN ECONOMIC reform programme which could transform the East German economy into something very like its West German counterpart was spelled out by Professor Christa Luft, the country's Economic Minister, at the weekend.

East Germany is now ready to begin "the transition to an efficient market economy," she told a meeting of business leaders from both German states in East Berlin. She abandoned her previous emphasis on finding a middle way between capitalism and central planning and made no reference to the socialist market economy.

The 30 West German business leaders who gathered on Saturday at the Institute of Management Training, previously Institute of Socialist Economic Management, to meet 35 of their East German counterparts and listen to Professor Luft (a former teacher at the

INSIDE

■ Romania takes food shopping list to EC, Page 3

■ Investing in the Revolution, Page 16

■ Talks on East European bank open today, Page 3

■ East Germany faces strikes threat, Page 2

■ Row over future of Comecon, Page 18

Institute) were impressed by the new language.

Mr Carl Hahn, Volkswagen chief executive, said: "This marks the end of the middle way."

The most immediate of Professor Luft's reforms is a three stage reduction in the OMS1bn (\$30.5bn) at the official rate of exchange) paid in subsidies to business every year. The first step, to be formally announced

today, involves only an OMS1bn reduction in subsidies on children's clothes and shoes and items such as flowers. But Professor Luft said that the next two steps would be much bigger.

She also announced the removal of restrictions on private ownership. Conventional state ownership would be insisted on only in the energy sector, heavy industry and transport, and it is hoped that a private sector of small and medium-sized firms will quickly become established.

The minister will be meeting her West German counterpart, Mr Helmut Haussmann, at the beginning of February to discuss co-operation between smaller businesses in the two Germanys.

She also proposed almost complete independence for the giant shift changeover for the plant, new forms of company management - modelled on

the West German two-tier boards - more independent company financing, a new corporate tax law, and freedom from the foreign trade organisations by the end of the year.

Professor Luft described a faster three-stage move towards currency convertibility, which should be completed within five years, and said she could envisage a pegging of the Ostmark to the D-Mark.

She stressed that the de-politicisation of finance both at state and company level was essential and required a new banking system. The head of the East German central bank ceased being a member of the Government in November.

Mr Hans Modrow, the East German leader, after talks yesterday with Mr Eduard Reuter, chief executive of Daimler-Benz, also spoke out for the first time in favour of establishing a social market economy.

GM in joint venture to produce cars and engines in Hungary

By Kevin Done, Motor Industry Correspondent, in London

GENERAL MOTORS of the US is to form a joint venture in Hungary to build engines and assemble cars in one of the most ambitious inward investments undertaken by a western company in Hungary.

The world's largest car-maker signed a protocol at the weekend with Raba, the Hungarian state-owned maker of trucks, diesel engines, tractors and axles, to form a joint venture in the US joint venture recently which is expected to lead to the production of small cars or light commercial vehicles in East Germany.

Mr Robert Eaton, president of GM Europe, who signed the protocol with Raba at the weekend, said GM had been encouraged by recent political developments in eastern Europe and by the shift to freer market policies, especially in Hungary.

"As these markets continue to open up, investing in plants there is becoming a more attractive business proposition," he said. The strategic

partnership with Raba would provide GM with better access to the growing car market in eastern Europe.

The GM agreement with Raba is expected to lead to the assembly of Opel Kadett/Vauxhall Astra cars and 1.6 litre Opel engines at a plant in western Hungary starting in 1992.

The plant will be at Szeged, a mile from the Hungarian border with Austria and 100 miles from GM's engine and transmissions plant at Aspern, near Vienna. It will be capable of producing up to 200,000 engines a year.

The Hungarian plant will have a single shift capacity to assemble 15,000 cars a year, implying a total annual output of 30,000 cars.

The venture will create about 880 jobs in Hungary. Raba, which has about 15,500 employees, will provide the facilities and the land and GM will supply the machinery, equipment and technology.

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Paul Reichmann, who heads Olympia & York, the Canadian property company now developing Canary Wharf in London's Docklands, says the project could shift the geographical and commercial balance of the UK capital eastwards. Page 38

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FT 101

OVERSEAS NEWS

East Germany's leaders face threat of strikes

By Leslie Collitt in East Berlin

EAST GERMANY'S Communist-led Government, under growing pressure from the opposition and party members to speed up democratisation, faces a threat of widespread industrial strikes.

Thousands of workers in the Fortschritt agricultural machinery plant in Gera said they would strike if today's round-table talks between the Government and the opposition collapsed.

Preparations for strikes in other factories in Gera and Karl Marx Stadt were also underway. The opposition had called for Mr Hans Modrow, the Prime Minister, to report to it today on the disbanding of the security police.

Mr Modrow, however, rejected the demand, noting that he would first take part in the talks next Monday.

The Prime Minister, under intense opposition pressure, was forced to abandon his plan last Friday to resurrect part of the disbanded National Security Agency before free elec-

tions next May.

He noted after a weekend cabinet meeting that a revised Government report on the disbanding of the security forces would be presented to the round table today by the Interior Minister.

Mr Modrow warned that strikes and the use of force would only endanger the process of "renewal".

Opposition to the Government from within the Communist Party erupted yesterday in Karl Marx Stadt, Magdeburg and Suhl where tens of thousands of party members demonstrated for German unity and called for the re-privatisation of state companies. In Flauen, tens of thousands of people demonstrated on Saturday for unification and against Communist rule.

A rally on East Berlin's Alexanderplatz attended by Mr Walter Momper, mayor of West Berlin, was transformed by East German participants into an anti-party demonstration.

In a concession to growing



Hans-Jochen Vogel, leader of the West German Social Democrats, addresses his East German counterparts yesterday

criticism of its virtual monopoly of the media, the party said it was ready to relinquish ownership of 11 out of its 16 publishing houses.

It would also turn over to the state the lucrative Genex "gift service" under which Westerners were able to buy scarce consumer goods, including cars, for their East German relatives. Profits from Genex were used to support Third World liberation movements, the East German news agency ADN reported.

East Germany's Social Democrats (SDP), at a congress in East Berlin, voted to rename

themselves the Social Democratic Party of Germany (SPD) like their West German namesake and the original party. The name-change was also important as the East SPD, the most influential opposition party, may now lay claim to the physical assets which were taken over by the Communist Party in the forced merger with the SPD in 1946.

Delegates said the unification of the economies and currencies of the two Germanys was a priority and supported the unification of Germany providing it was approved by its neighbours.

Joint-venture hopes for state monopolies

By Leslie Collitt

EAST GERMANY'S giant state-owned monopolies will be transformed into joint stock companies with Eastern and Western shareholders if Mr Friedrich Wokurka, the Managing Director of Robotron, the country's largest electronics company, has anything to say about it.

Mr Wokurka, an expansive 50-year-old with the build of a wrestler, is exploding with ideas about Robotron's capitalist future. "If international capital markets open up to the GDR then it will have to equally open up to them," Mr Wokurka told the Financial Times. "There can be no half-measures."

He has visions of Dresden-based Robotron becoming the core of a large new media concern in co-operation with Western companies.

"I will turn Berlin into a media centre," he said with typical lack of modesty. Robotron had a large sales network and publishing partners who needed to be told "where the money is".

Mr Wokurka, a party member, like nearly all managers of state enterprises, wants to publish newspapers (mainly non-Communist) and books, and move into television and radio (with commercials) as well as open video shops all over East Germany.

Robotron has just bought a printing plant and next year plans to set up a regional television studio in Dresden using the documentary studios of the DEFA film company.

Robotron is the third largest of the 144 Kombinate - vertically integrated companies - which control (some say strangle) East German industry. Mr Wokurka has been quick off the mark to establish links with West German companies, signing a joint-venture agreement with the Philips group to make compact discs in Dresden and with Data-Print of West Berlin for a software joint venture.

Mr Wokurka's enthusiasm for the market economy was not all that new, he insisted. But until recently it was something he could voice only in the privacy of his home.

Like a number of other Kombinate directors, he saw red when reading articles by East German economists who advocate a "third way" for the country - between socialism and capitalism.

Mr Wokurka said it would take about three years until the transition to a market economy was completed in East Germany. He admitted, however, being more optimistic than others on this score.

The Kombinate would then resemble state companies in the West. Within five years they would be joint stock companies, selling shares to their employees and investors at home and abroad, he said.

Mr Wokurka is introducing his senior management to the virtues of market economics with the help of Deutsche Bank, which last week conducted a two-day seminar on marketing and public relations.

The two Germanys talk business

MR TYLL NECKER, president of the West German Industry Federation, and several of his federation's most important members spent a most heart-warming Saturday being told by their East German counterparts what an admirable model the West German social market economy is.

Indeed only two themes briefly soured the polite, consensual atmosphere. One was the East German claim that West Germany should compensate East Germany for the higher price it paid in reparations after the Second World War. The other was the West German reproach that the 49 per cent limit on the foreign share in joint ventures was a half-hearted gesture if the new Government really does intend to open up its economy.

But chatting outside the formal meetings, most of the West German businessmen claimed that too much emphasis was being placed on joint ventures and that by the time serious business is done between the two states (if they still exist) 49 per cent will have long ceased to be an issue.

"I am more interested in the question of who permits the joint ventures and the transparency of my business partner," said Mr Heinz Schimmelbusch, chief executive of Metallgesellschaft, which has had extensive business relations with East Germany for years.

David Goodhart in East Berlin reports on a meeting of minds between industrialists

How long before new projects - joint ventures or otherwise - would start to yield real, extractable, profits for West German companies? The answer, when not dodged, was a minimum of five years. Mr Carl Hahn, boss of Volkswagen, said that projects were currently at the pre-feasibility stage; the feasibility stage might start next year, with real businesses emerging in 1993, perhaps starting to produce a profit in 1996.

Most inter-German business will continue to be ordinary trading relations or co-operation agreements avoiding the issue of ownership. But some new joint ventures did emerge during the day. Mr Heinz Ruhnau, chief executive of Luft-hansa, revealed, for example, that he has established a joint venture with the East German airline Interflug, for the production of light-training simulators.

Mr Ruhnau also admonished the East German politicians for lack of self-confidence and said they could soon be achieving 10 per cent growth a year. East German businessmen at the meeting suffered

from no lack of confidence and seemed steps ahead of the politicians, according to one West German businessman.

His comment seemed borne out by the boss of an East German chemical company who called for the speedy introduction of a capital market, and by Mr Friedrich Wokurka, boss of Robotron, the East German electronics group, who said that he would be quite happy to allow foreigners a majority stake in a joint venture.

Most of the West Germans were impressed by Professor Christa Luft, the radical Economics Minister, but one observed sourly that whenever she was criticised she would say that the problem was already being addressed. "They are under tremendous pressure from the streets and there is growing chaos in the workplaces, their strategy is to say radical things and hold out until the election," he said.

Mr Necker however was genuinely impressed by Prof Luft and especially by her recognition that the easiest way to keep people in the country is to give them a proper ownership stake in it. He was also aware of the danger that West German big business was possibly being used to bolster the existing Government's election chances. For that reason he organised meetings yesterday with several opposition groups.

About-turn leaves Romania's Front in disarray

An army takeover to guarantee stability cannot be ruled out, reports Judy Dempsey

THE credibility of Romania's National Salvation Front suffered a serious setback at the weekend following a series of demonstrations demanding the banning of the Communist Party. The possibility emerged that the army might be called on to take power if the country slips further into instability.

The demonstrations, although small, frightened the fragile Front so much that late on Friday night Mr Ion Iliescu, president of the Front and a dissident communist, met all the demands of the crowd.

These included a referendum on the death penalty, which had been abolished after the execution of Nicolae and Elena Ceausescu, the banning of the Communist Party and establishment of a committee to deal with the people's demands.

But no sooner had these concessions been made than the Front, which remains divided and dominated by the Communists, reneged on its decision to ban the Communist Party.

On Saturday, during a live television discussion largely dominated by Mr Iliescu, he

called for a referendum to be held on the future legality of the Communist Party.

The shift is clearly a response to pressure not only from within the Front but also from the large party apparatus which continues to control the ministries, institutes, administration and the enterprises.

Having banned the party on Friday night but now bowing to the pressure from the apparatus, the Front has lost even more credibility.

The euphoria which swept the country following the overthrow of the Ceausescu regime has now given way to popular anger with the Communist Party, one of the most

AGAINST a background of growing political instability, Romania's newly revived National Peasants' Party, which was outlawed by the communists for over 40 years - will tomorrow hold its first formal talks with the Front for National Salvation Front, writes Judy Dempsey in Bucharest.

The five-man NPF delegation, which will be led by Mr Corneliu Coposu, will have one main item on the agenda: the date of the country's first free elections for more than 40 years.

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lescu, the spokesman for the NPF.

The NPF, which gained 70 per cent of the vote in November 1988 polls, was outlawed the following year and Mr Iliescu, its leader, executed.

Meanwhile Mr Hans Dietrich Genscher, the West German Foreign Minister, arrives today in Romania for a one-day visit. He is expected to announce an aid package and seek reassurance that the 180,000 ethnic German minority will enjoy their cultural and ethnic rights.

Mr Maslin, who yesterday blamed the Securitate and the bureaucracy for the demonstrations, may be forced to resign. But the intensity of the campaign against him has only fuelled suspicion that many people in the Front are tainted by their communist past.

Moreover, sections of the population, disenchanted after decades of totalitarianism and depressed about Romania's political direction and stability, has welcomed the installation of the army in Timisoara, where the anti-Ceausescu demonstrations began. There, the army was seen in a new and more credible Front is elected.

Public pressure has forced the Front in last, an old university city in eastern Romania, to resign. And in Brasov, scene of massive workers' discontent in November 1987, where the Front has been run by General Ion Iliescu, there were demonstrations calling for a new body which genuinely represented the people.

The consensus is that the Front remains unwilling openly to declare its political stance, despite the fact that it will stand in the elections later this year, and that it is not strong enough to push aside the communist apparatus. Under a system in which all the experts were, and continue to be, party members, it will seem impossible to run a country without some of these people.

In a development unlikely to be welcomed by the Front, the National Peasants' Party has said the Communist Party should not be banned.

"Let them face the electorate," said Mr Valentin Gabriel, the spokesman of the NPF. "The party banned us in 1947. We will not resort to the old tactics."

Accountants cited in Keating's defence

By Lionel Barber in Washington

MR CHARLES KEATING, the owner of Lincoln Savings and Loan, whose collapse is likely to cost taxpayers more than \$2bn, yesterday cited the performances of major accounting firms in his defence against charges of recklessness and impropriety.

Mr Keating said his accountants - which at the time included Arthur Young - gave Lincoln a clean bill of health, underlining his argument that Federal regulators had wrongly closed down a highly profitable business.

Appearing on NBC television, Mr Keating sought to give his side of a scandal which has already ensnared five US Senators and spurred investigations by the Federal Bureau of Investigation (FBI), Internal Revenue Service, the Securities and Exchange Commission and two Congressional committees.

Mr Keating, an Arizona land developer, bought Lincoln, a California savings and loan, in 1984.

Like many other entrepreneurs turned thrift executives, he exploited the federally guaranteed deposit insurance to divert S&L funds into highly risky but potentially profitable real estate and junk bonds.

By March 1986, Federal regulators sought to take over Lincoln on the grounds that it had some questionable business accounting practices, but

they were thwarted by the intervention of five Senators.

Mr Keating's case is that there was no need to close Lincoln because "we were operating profitably." He claimed pre-tax profits between 1985 and 1987 were \$100m, \$80m and \$90m respectively. "There is no loss attributable to Lincoln," he said.

The SEC has implicitly criticised Arthur Young's involvement with Lincoln and its parent, American Continental.

One witness to the House Banking committee suggested that the accountants had accepted inflated valuations of assets such as real estate, and therefore distorted the true financial state of the company.

Mr Keating confirmed during his interview that around 10 members of his family received salaries and remuneration of more than \$4m over the last four to five years.

But he said the money came from the sale of stocks as well as salary, and related to his other financial vehicle, American Continental.

"I never received a nickel in salary," he said, denying too that he had funnelled assets in foreign bank accounts.

Mr Keating forecast that the intervention of Federal regulators would cost taxpayers almost 300 S&Ls would cost taxpayers around \$500m.

Monarch in exile hopes to return to Romania

By Tim Burt

KING MICHAEL, the exiled Romanian monarch, yesterday told representatives of the two largest opposition political parties he wanted to return to Bucharest as head of state.

The king, who met delegates from the National Peasants' and Liberal parties, said a constitutional monarchy could offer Romania "things that certainly could not be provided by a republican government with a short-term elected president."

The 68-year-old deposed monarch, who lives in Versoix, Switzerland, told the Financial Times that both parties wanted him back on the throne which he lost in 1947.

The king, however, discounted an immediate return following the downfall of the Ceausescu regime last month.

"The country is still in turmoil following the upheavals of the last three weeks. Things must calm down and some semblance of collective thinking emerge as the political parties take shape again."

He said the Royal Family would return if requested by a democratically elected government following free elections.

"Only a monarchy could provide a national focal point, representative and unifying force as well as a sense of continuity."

The king called on western governments to back up emergency aid with long-term investment and economic agreements such as the foreign trade protocol signed with Hungary on Thursday, which provides a framework for direct exchange between factories in the two countries.

"In the long term foreign trade and investment will be crucial though not the type of trade we have seen in the past decades where any surplus was immediately exported at the expense of the Romanian population."

The king said Romania was made to pay off its foreign debt at an "intolerable price" for the people.

"As with other Eastern European countries I have no doubt we will be seeing moves away from the centrally planned economy to a more open market economy. This will give western companies considerable opportunity to invest in Romania to mutual benefit."

The king said it was natural that Romania should look to the west and to the EC to help its reconstruction.

He does not believe, however, that economic and political reconstruction can take place under the present provisional government of the National Salvation Front led by Mr Ion Iliescu.

"Iliescu is compromised by having worked with Ceausescu, who trampled on the people for 40 years until they could hardly consider their very souls as their own," he said.

"Such scars will take a long time to heal and will dominate thinking and attitudes in the country for many years to come."

King Michael called for a restoration of democracy but predicted it would be difficult to hold free elections by the April deadline set by the National Salvation Front.

"The changes in Romania certainly are the beginning of a long-term revolution. One must be able to topple a one-family regime, even if it is replacing it takes much longer. The people are saying: 'We have freedom but we don't know what to do with it.'"

Leaders of the pro-democracy opposition Union of Democratic Forces (UDF) read out a list of demands to the Government that included two-stage legislative elections in May and November, depopulation of Bulgarians' everyday life and the total removal from the constitution of an article guaranteeing communist supremacy.

Braving freezing temperatures, the demonstrators resigned, and waved banners at the UDF's fourth major rally in Sofia since hard-line communist leader Todor Zhivkov was ousted on November 10.

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Corporate taxation escapes EC's single market net

David Waller explains why differing systems of direct taxes could prove the main economic distortion after 1992

CORPORATE decisions on where to locate a factory or head office are now influenced to a significant degree by tax considerations. It stands to reason that as technical, physical and fiscal barriers within the European Community tumble down around the totemic date of 1992, the distorting effects of tax on company decisions will become more pronounced.

At various stages the European Commission has tried to grapple with the complex issue of tax harmonisation. A draft directive, suggesting the rationalisation of tax rates throughout the EC, was issued in 1975. This was never adopted and it took another 13 years before a new draft directive emerged - this time addressing the differing asset bases on which taxes are charged. As yet, this has come to nothing.

The Commission's tax brains are concentrating on the reform of indirect taxes, such as VAT, with a flurry of interest in the introduction of a

common withholding tax on dividends throughout the EC. Meanwhile direct taxation remains unreformed. Significant differences appear in each of the three following areas:

• Tax rates. When the Commission first contemplated bringing rates in line with each other in 1975, it thought that all countries should charge a maximum of between 45 and 55 per cent of profits. Since then, tax rates have fallen, across the board, but there is still no real harmony. At one end, there is the UK, charging a modest 35 per cent, at the other, West Germany, which has been charging 50 per cent (though this has fallen to 50 per cent from January 1990).

• The tax base. Tax authorities generally allow companies to set off a proportion of the value of their assets against profits each year to cover depreciation. Whether the allowable depreciation rate coincides with the real depreciation of the value of the asset varies from country to country. Many governments use

accelerated depreciation allowances as a way of subsidising capital investment. However, precisely which category of assets comes in for this treatment, and at what rates, varies enormously from one jurisdiction to another.

• The tax system. Europe is divided between those countries which follow a classical system, those which embrace a so-called imputation system, and those which adopt a mixture of the two.

Under a classical system, such as that of the Netherlands, Luxembourg and the US, dividends paid to shareholders are subject to tax without any credit against corporate tax. In other words, corporate profits are taxed twice.

Under an imputation system, such as is to be found in the UK, corporate tax is charged at one rate, regardless of the destination of the profits. A recent report* from the Institute of Fiscal Studies (IFS) sums it up as follows: if profits are distributed via dividends, shareholders are given a tax credit

which reduces their liability to personal tax. Thus, part of the corporation tax is in effect treated as an advance payment of personal tax.

Under the so-called "split-rate" system, as is to be found in West Germany, distributed profits attract a lower rate of corporation tax than undistributed ones.

As a measure of the distortions that prevail, the IFS calculates that an Italian company investing in West Germany has to generate a pre-tax return of 10.3 per cent in order to pay its shareholders a post-tax return of 5 per cent. By contrast, an Italian company venturing into

Ireland need only muster a 4.53 per cent pre-tax return to pay out 5 per cent after tax. The figures apply more generally: Ireland uses its tax regime to attract inward investment, whilst West Germany appears to be discouraging it.

Over 75 per cent of 173 big UK companies polled by the IFS said they were influenced always or usually by tax when deciding where to locate overseas.

A recent paper by Mr Alberto Giovannini of the Graduate School of Business, Columbia University, highlights some of the ways in which multinational companies can structure themselves in order to avoid tax. This is seen particularly with the withholding taxes levied by many European governments on the payment of dividends from a subsidiary company to its parent in another country.

Some examples are: • Conduit companies. If a French company sets up a subsidiary in Italy, dividends paid from the Italian company to its

parent would be subject to a 15 per cent withholding tax under the terms of the bilateral tax treaties between the two countries.

However, if one sets up a Dutch company between the French parent and the Italian subsidiary, the parent would get significantly more money out of Italy: there is no withholding tax on dividend payments out of Italy to the Netherlands, and only a 5 per cent charge on dividends leaving the Netherlands for France.

• Foreign base companies. As Mr Giovannini puts it: "Differences in corporate tax rates provide a powerful incentive to locate companies in low-tax countries. Such incentives exist because most European countries recognise foreign income only at the time it is paid to the parent company, not at the time it is produced."

The strategy is to accumulate lowly-taxed income, perhaps by setting up a so-called "thin-capitalisation" company in the Netherlands which will be able make use of both def-



OVERSEAS NEWS

Soviet Union
facing midwinter
energy crisis

By Quentin Peel in Moscow

SEVERAL oil wells in the Soviet Union's north Siberian fields have been shut down for lack of maintenance because of a critical shortage of aviation fuel in the region.

At the same time, an electricity crisis in southern Georgia, already the scene of almost continuous nationalist demonstrations, has forced 140 state enterprises to close and sparked wild rumours that the republic is the subject of a deliberate blockade.

These reports from opposite ends of the Soviet Union suggest that the world's largest energy producer is already facing a potentially explosive energy crisis in the depths of a bitter winter.

Aviation fuel has been unavailable for the past two weeks at a key West Siberian airfield used to supply oil workers to the north Siberian fields, and already some oil wells have been shut down for lack of maintenance in temperatures of minus 50 degrees centigrade.

The Siberian fuel crisis could have disastrous knock-on effects because of the resulting drop in oil and gas production, if the example of Noyabrsk is symptomatic.

It was revealed yesterday in a panic-stricken letter to the newspaper Rabochaya Tribuna from Mr V. Savvchenko, described as a senior air transport dispatcher in the town, in the far north of the Tyumen region.

"A very time, if not catastrophic, situation has arisen with the transportation of oil workers," he said. All flights had been cancelled for the past two weeks because of lack of fuel.

"The northern oil deposits are under threat. The temperature outside is minus 50 degrees centigrade, and we cannot leave the equipment without supervision for a moment."

"There are not enough people to do so. Several oil wells are already frozen over."

He bitterly criticised Gossnab - the state supply committee - and the state oil industry, for their failure to answer emergency telegrams, insisting instead that it was up

to the Perm oil refinery to supply them.

"There they have their own problems with production and transportation."

In Georgia the crisis is different, although another manifestation of the same dislocation spreading throughout the Soviet economy.

Both Radio Moscow's Interfax news service, and Komsomolskaya Pravda newspaper reported over the weekend that 140 enterprises in Tbilisi - the Georgian capital, had been forced to close because of the acute energy shortage. The Communist Party leadership had ordered that residential areas be supplied as first priority.

The entire Caucasus region has suffered electricity shortages since the sudden closure of the Armenian nuclear power station, to answer local fears about its danger in the event of another earthquake.

"That problem has been compounded in Georgia because the Caucasian power transmission line from the rest of the Soviet Union to the north went down at the end of December, apparently because of icing in the Caucasus mountains. That has cut all power supply from the north."

At the same time, the Chirkey reservoir producing hydro-electric power is close to exhaustion, and other thermal power stations in the republic cannot increase their output because of ongoing repairs, the reports said.

"Rumours are born in the queue for fuel for candles and petrol," Komsomolskaya Pravda reported yesterday. "People are talking about an energy blockade."

"When lights went out in the windows, long lines were formed, and people started to believe these rumours."

Quite apart from the energy crisis, nationalist demonstrators are blockading the Georgian government offices every day demanding a delegation from the Communist Party politburo in Moscow to discuss their demands for autonomy and independence, and Tbilisi has been brought to a standstill by a transport strike with the same aim.

Gorbachev loses
his argument with
the Lithuanians

By Quentin Peel

PRESIDENT Mikhail Gorbachev flew back to Moscow on Saturday after apparently failing to convince the leaders of the rebellious Lithuanian republic not to break away from his ruling Communist Party.

Three days of bruising encounters with farm and factory workers, crowds in the streets, intellectuals and local officials of both the Communist Party and the republican government, left all sides if anything more entrenched in their previous positions.

The Lithuanian Communist Party leadership is still determined to break away from the Moscow party. The minority of loyalists to the union, who have established their own rump central committee, are equally adamant that such a move is treachery.

And the overwhelming majority of the people in the streets - whether deliberate demonstrators, or just crowds out to see Mr Gorbachev - showed that their sympathies are with outright independence.

Mr Vytautas Landsbergis, the most prominent of the Sajudis, the moderate Lithuanian national movement, said that if anything, Mr Gorbachev's visit had boosted patriotic feeling.

It certainly brought the biggest crowd onto the streets to demand outright independence - possibly 200,000 people - since Sajudis was founded in 1988.

Yet the key question for Mr Gorbachev may yet prove to be not whether he could sway the Lithuanians with the sheer force of his personality and rhetoric, but whether he can persuade native Russians, and the majority in his own central committee, to accept the inevitability of the process, and not to retaliate with counter-productive sanctions.

Throughout his entire visit, the Soviet leader had his eye on two separate audiences (and indeed a third, if you include the international community). One was the Lithuanian people, and in particular the local Communist Party.

Nothing he said could be construed as giving them encouragement to quit the union, not even the promise of a law spelling out the precise process of secession. All the indications are that such a law

would be highly restrictive of such a move, not liberal, by insisting that all the union republics have a say in the process, possibly through a national referendum.

Again and again, he hammered home all the disadvantages, above all economic, chiefly the questions of energy supply and infrastructure links, but also ominous hints about Soviet security, and what would have to be done to compensate citizens who did not want to go along with an independent Lithuanian state.

Behind it all was another threat: that in seeking to break away, whether from the Communist Party of the Soviet Union (CPSU) or the USSR itself, Lithuania might cause a backlash against the very process of perestroika.

When he saw more demonstrators demanding "freedom and independence", he repeated that the demonstration showed that freedom had indeed come to Lithuania - and it had come thanks to perestroika.

"Believe me, it will take root here and will grow deeper only if the perestroika process continues," perestroika itself takes deep roots all over the union."

In lecturing so sharply to the Lithuanians, he may well have alienated some of the sympathy he had there. Has he done enough to show his own home audience back in the Russian Federation that he cannot be personally blamed for a Lithuanian secession?

On the positive side, he argued consistently and extremely forcefully, using both anger and reason.

On the negative side, he lost the argument. Above all in an exchange with the articulate Lithuanian intelligentsia, he showed he could be outsmarted. Soviet leaders have never before been shown in such a light.

Now he has to face his own central committee again, when the plenary meeting on Lithuania reconvenes at the end of the month. He is talking about finding a reasonable compromise. The danger is that his own party may be in no mood for a compromise.

All he has going for him is the familiar, and still powerful threat: that without Gorbachev, the Communist Party of the Soviet Union is on a hiding to nothing.

Poland hopes for Japanese help

JAPANESE Prime Minister Toshiki Kaifu yesterday met Polish Prime Minister Tadeusz Mazowiecki at the start of a two-day visit that the Solidarity-led government hopes will lead to greater Japanese support for Poland's economic reform plan, AP reports from Warsaw.

Mr Kaifu was met upon arrival at Warsaw's Okęcie airport by Mr Mazowiecki and other leading cabinet members.

The Japanese leader arrived from Rome on the seventh day of a 10-day tour of Europe which will take him to seven countries.

The visit comes as Poland is actively seeking financial and technical support from developed countries to implement a radical economic reform plan aimed to develop a market-oriented economic system in Poland.

Economic powerhouses like West Germany and the United States have led the way in pledging aid to the newly elected Solidarity-led government, while Japan has remained cautious in its approach.

"The Japanese always showed interest in our market, but financial cooperation was always limited. They were skeptical in the past, but this visit may be the beginning of a change," said a senior Polish Finance Ministry official, who requested anonymity.

But the official said the \$150m that Japan already has pledged to a stabilisation fund to support the transformation of the zloty into a convertible currency was a promising sign.

The aid is in the form of a long-term credit at a preferential rate of 2.5 per cent interest. "It's an important signal," the Finance Ministry official said in reference to the stabilisation fund assistance.

The Japanese are beginning to show some flexibility," he said.

Poland is hoping for Japanese support at Paris Club negotiations for Warsaw's



Japanese Prime Minister Toshiki Kaifu, on a visit to Warsaw, yesterday meets Polish Prime Minister Tadeusz Mazowiecki.

request for restructuring its \$38bn debt. Poland owes \$1.3bn to Japan.

In addition to assistance for the stabilisation fund, Tokyo has pledged to bring several hundred Poles to Japan for training, particularly in the banking field and quality control sector.

Poland is also hoping to establish joint ventures with Japan. A list of about 10 potential projects is to be presented to the Japanese during the visit, but no agreements are expected to be signed.

The two sides are also expected to discuss the creation of an investment fund to guarantee Japanese investments in Poland, the Finance Ministry official said.

A Polish Foreign Ministry official, who also declined to be identified, said that the Japanese government was ready to back up to \$350m of investments. Poland will also be seeking to improve trade relations with Japan which are at a fairly low level.

Talks on East European
bank details begin today

By Ian Davidson in Paris

NEGOTIATIONS on the establishment of a multilateral European Bank for Reconstruction and Development, to help the economic recovery of Eastern Europe, start today in Paris, at a two-day meeting of senior officials from 34 countries from east and west.

Key issues facing the negotiators will include the allocation of shares in the new EBRD to participating governments and institutions; the size of the capital of the bank and the proportion which should be paid up; the definition of the bank's objectives and lending policies; and the choice of site for the location of the bank.

In structure, the bank is likely to resemble existing multinational regional development banks, such as the Asian Development Bank or the African Development Bank.

The dramatic innovation of the new body is that it will be the first institution specifically designed to muster western economic help for eastern Europe in the wake of the collapse of their communist regimes, and the first to be jointly owned by western and eastern governments.

Participants at today's negotiations are expected to include the 12 European Community countries, plus the European Commission and the European Investment Bank (EIB); the six west European countries which belong to the European Free Trade Association (EFTA); the Soviet Union and its six east European partners in Comecon, plus Yugoslavia; five western industrialised countries from outside Europe, including the US, Japan, Canada, Australia and New Zealand; and three Mediterranean countries - Turkey, Cyprus and Malta.

Since the bank is an EC initiative, proposed by France and endorsed in principle at last month's 12-nation European summit in Strasbourg, the Community delegates are expected to insist that the member states and the Community institutions between them should hold a majority of the shares.

Preliminary negotiations among the 12 last week in Brussels suggested that the Soviet Union might be asked to take up 8.5 per cent of the capital of the bank, with a further 6.5 per cent going to its east European partners.

The US and Japan, and the four big European Community members (West Germany, France, Italy and the UK), would also each contribute 8.5 per cent.

Smaller shares would be allocated to the European Commission, to the EIB, and to the other member states, so as to bring the EC total slightly above 50 per cent.

The Community is divided on the capitalisation of the bank, with France advocating Ecu15bn (\$17bn), Britain and the Netherlands preferring Ecu5bn, and the other member

Senior western officials stressed that the contributing countries want to avoid the mistakes of the 1970s when commercial banks in the west lent billions of dollars to east European countries such as Poland without any resulting improvement in the east European economies. Britain and several other western nations believe that the east European development bank should begin operating with adequate capital before deciding on a final sum in the light of experience.

Competing candidates for the site of the new bank include Strasbourg, Vienna and Copenhagen.

France will press Strasbourg's claim particularly strongly, not least because its position as one of the "capital cities" of the Community is being threatened by growing pressure within the European Parliament to move its sessions to Brussels.

At the same time, it is recovering some of its historic role as a Europe-wide centre, with the revitalisation of the Council of Europe, which is expected to play an important role in sustaining the pressure for democracy and human rights in eastern Europe, and in providing a parliamentary meeting ground between east and west.

The Soviet Union, Hungary, Poland and Yugoslavia recently acquired Special Guest status in the Council, which enables their parliamentarians to attend and speak in debates. Czechoslovakia and Bulgaria have applied for special guest status, and Hungary has applied for full membership.

states favouring Ecu10bn. In practice these divergences could be offset by opposite positions on the proportion of the capital which should be paid up, with France suggesting 20 per cent, and some others favouring 30 per cent.

Debate on the lending policies of the new bank are expected to focus on whether it should concentrate exclusively on supporting private-sector projects in Eastern Europe, as favoured by Britain and some other Western countries, or whether it could also lend to public sector enterprises.

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Romania
takes food
shopping
list to EC

By David Buchan and Judy Dempsey in Bucharest

ROMANIA'S interim government yesterday presented the European Commission with a long shopping list of foodstuffs as well as financial aid to see them through the winter.

Mr Frans Andriessen, the European Commissioner responsible for External Affairs, who was on a one-day fact finding mission to Bucharest, expressed Brussels' readiness to consider this, on condition that Romania halt the export of any more food for the foreseeable future.

Romanian ministers, who emphasised that the Government was only temporary and would relinquish power to a freely elected administration this year, nevertheless said they wanted to establish formal diplomatic relations with the EC and negotiate a trade and economic co-operation agreement as soon as possible. Despite claims by his former Coatescu regime that the hard currency debt had been repaid, Romanian ministers yesterday indicated that loans were outstanding and that they would now like a "financial protocol" with Brussels.

EC officials took this to be a reference to a loan, which they said would be referred back to the Group of 24 Western aid donors.

The food packages cover a wide range of items, including 250,000 tons of meat, 15,000 tons of butter, 10,000 tons of rice, 300,000 tons of cereals and 18,000 tons of coffee.

On Saturday, Bulgaria demanded from Mr Andriessen aid of the same scale as given to Poland and Hungary, but also pointed to greater problems in assessing the country's move to real democracy.

On the eve of today's meeting of the parliament to discuss writing a multi-party system into the constitution, Mr Georgi Atanasov, Bulgaria's Communist premier, assured Mr Andriessen that "political pluralism is in full swing".

But in a late-night meeting with opposition leaders, the EC Commissioner was told of their grave doubts about being properly able to contest elections mooted for June, while the Communist party still controlled access to the media and political funding.

Mr Andriessen said the EC wanted "specific and concrete commitments for reform and preparation for elections" as a precondition for any aid. But Brussels would not insist that elections take place before it signed a trade and economic co-operation accord with Bulgaria, negotiations for which started last year.

Mr Hristo Hristov, the Bulgarian Trade Minister, put in requests for financial aid, and which he promised to detail in a memorandum to Brussels.

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OVERSEAS NEWS

Japanese fear yen's new weakness will endure

By Robert Thomson in Tokyo

THE JAPANESE Government is showing growing concern that the yen's new-found weakness will endure, as long-term capital flows appear to be changing and because seven successive days of huge intervention in currency markets has failed to bolster the currency.

Foreign securities houses, which like the Japanese Government took for granted that the yen would strengthen this year, have begun revising their forecasts for the currency.

The Bank of Japan is rumoured to be considering yet another increase in the Official Discount Rate (ODR), which now stands at 4.25 per cent, and was increased three times last year, after eight years without a rise.

Fearing that the yen's fragility will fuel domestic inflation and disrupt the trend of declining trade surpluses, Japanese officials are certain to argue at today's Group of Seven ministers' meeting in Paris that collective measures should be taken to strengthen the yen.

Mr Ryutaro Hashimoto, Japan's Finance Minister, last week stressed that he had confidence in the "co-operative system of the Group of Seven nations to foster currency stability", but the Japanese Government, generally, has been unpleasantly surprised by its recent inability to boost the currency.

That inability has been more keenly felt because of the Bundesbank's apparent ease in influencing exchange rates. Both Mr Hashimoto and Mr Yasuhiro Mieno, governor of the Bank of Japan, have condemned the "rumours" and

speculative selling they say has undermined confidence in the currency, which has been nearing ¥146 to the dollar.

The rumours have included the unseating of Mr Mikhail Gorbachev, the Soviet leader, and the supposed arrest of a Japanese politician on insider trading charges.

Mr Masaru Yoshitomi, director-general of the economic research institute of the Economic Planning Agency, admits, along with most other government officials, that he is surprised by the yen's problems.

He said that the Japanese economy remains strong, and despite factors such as a "rather strong demand" for the US dollar, the yen's weakness appears to be related to "non-economic factors".

The most important non-economic factor is a Japanese election next month and fears that the ruling Liberal Democratic Party (LDP) will perform poorly.

But Mr Richard Koo, senior economist at the Nomura Research Institute, said a change in the nature of capital outflow from Japan is an important cause of the yen's troubles.

Foreign securities investment by Japanese individuals and non-financial corporations had been exceeding that of institutions, and these groups "are less responsive to interest rate differentials".

Attempts to push the dollar lower have been "quickly swallowed up", he added, and "if the dollar does come down to ¥138 to ¥139, there will be tremendous demand for the dollar and dollar assets. For the dollar to penetrate ¥138, "you



Hashimoto: confidence

would need an accident," such as the stock market plunge in October 1988.

A few weeks ago, many specialists in Tokyo had confidently predicted that the rate would be around ¥130 at the end of the year, but some have now revised their estimates to ¥135 and ¥140.

The Bank of Japan expected the bank rate rise to 4.25 per cent on December 25 would strengthen the currency and ease concerns about inflation. The rise followed a row of moves by the bank and the Finance Ministry over monetary policy, which the bank appeared to have won with the increase.

The bank had wanted to ease inflationary pressure, but now there is even deeper concern about higher commodity prices, while the Ministry of International Trade and Industry fears the yen's weakness will affect the politically-sensitive trade surplus, which has declined for nine successive months.

UN talks on boat people postponed

By John Elliott in Hong Kong

A United Nations conference scheduled to take place in Geneva this week to discuss mandatory repatriation of Vietnamese boat people has been postponed.

Hong Kong's plans to send a second mandatory plane load of boat people back to Hanoi have also been delayed.

The UK has agreed to the conference being postponed for a few days in the hope that it will give the US time to drop its outright opposition to the compulsory, which has helped to swing world opinion against the policy.

Hong Kong's first mandatory plane load went back to Hanoi last month and the UK has been delaying a second flight till the conference is held. The British colony has yet to finalise a detailed agreement with Vietnam on a second flight but Hong Kong officials believe this could be done quickly.

Mr Douglas Hurd, the British Foreign Secretary, is due to visit one of Hong Kong's boat people detention centres tomorrow.

Controversy over treatment of the would-be refugees will be further fuelled today with publication of an Amnesty report alleging that Hong Kong security personnel attacked the boat people.

It also claims that screening processes used to determine who are refugees are inadequate.

About 56,000 Vietnamese are in Hong Kong's camps. At least 40,000 of them are expected to qualify for repatriation voluntarily or mandatorily because they do not qualify as genuine refugees.

Good HK start for Honourable Hurd

Foreign Secretary averts stormy welcome, writes Robert Mauthner

The new British Foreign Secretary's name is not exactly a household word in the Crown Colony of Hong Kong, which never even had time to get acquainted with Sir Major before being saddled with the Honourable Hurd.

But names and titles apart, Mr Hurd, who arrived in Hong Kong at the week-end for what was widely forecast to be a stormy visit, has made a noticeably better start than his predecessor but one, Sir Geoffrey Howe.

Sir Geoffrey put his foot in it almost immediately on arrival last July, when he refused to answer questions at the airport and was booed and jeered for his pains by an American TV crew. Not so the Honourable Hurd, who even went out of his way to solicit questions from untypically reticent local journalists on his plans for the future of Hong Kong.

The demonstrators who greeted Sir Geoffrey at the airport last summer were conspicuous by their absence this time, except for a small but noisy band of 150 or so, who marched on Government House yesterday afternoon to hand in a petition calling for more democracy and human rights. It was both a small and badly-timed protest, though not lacking in fervour or musical merit. At that very time, the Foreign Secretary was on a guided helicopter tour of the territory, well out of earshot.

The day had started with what turned out to be somewhat of a public relations masterstroke. Renka-crowds, like most things in Hong Kong, are expensive. But the Foreign Secretary got round that one by turning up in a red sweater and slacks to open "the Com-



Mr Hurd tours the Hong Kong-China border yesterday

munity Chest's Hong Kong Island Walk for Millions", a charity event expected to bring in more than \$1m.

The stadium in Causeway Bay was packed by thousands, if not millions, of ready-made walkers who were expecting

the Governor, Sir David Wilson, to send them on their way, but hardly a member of Mrs Thatcher's royal household. The Duchess of Kent, at the traditional end-of-Wimbledon ball-boys' review, could hardly do better.

Uniformed scouts and guides were asked which regiment they belonged to, babies what they wanted to do when they grew up, and stout middle-aged men in canary-coloured track suits, where they went to school.

The climax came when, under a light drizzle and to the martial strains of "Colonel Bogey" and "Scotland the Brave", a slightly sheepish Foreign Secretary led the "Wall of Millions" out of the stadium to his gleaming Daimler flying the Union Jack.

Maggie would have been proud of the Honourable Hurd. The British Government had honoured its commitments. There was not so much as a whisper of the right of abode, let alone direct elections - at least at this early, sporting stage of the visit.

After the walk, it is true, a few tricky hurdles remain to be negotiated. Today the Foreign Secretary will be the guest of the same Chambers of Commerce whose lunch in honour of Sir Geoffrey was so noisily disrupted by protesters against Britain's policies on Hong Kong.

Nor can the Vietnam boat-people reasonably be expected to give the minister who personifies the British Government's policy of enforced repatriation a hero's welcome when he visits one of their detention camps tomorrow.

It's all in a Foreign Secretary's day, of course. For him, as for others, there's no such thing as a free lunch, not even at the Hong Kong Chamber of Commerce. And it all has its compensations. When the Honourable Hurd is repatriated to Britain tomorrow night, he may not even be asked to show his passport at Heathrow.

Fresh US bid to end Afghan war

By Lionel Barber in Washington

A TEAM of high-level US diplomats is visiting South Asia to explore prospects for a new Bush Administration initiative aimed at ending the civil war in Afghanistan.

The mission reflects a growing realisation that the US-backed Afghan resistance has failed to achieve Washington's goal of overthrowing the Soviet-backed régime in Kabul and creating a non-aligned, non-Communist government.

It comes amid accelerating efforts by the United Nations to secure Soviet support for its own new peace initiative. Mr Javier Pérez de Cuéllar, UN Secretary-General, is due to visit Moscow early this week to hold talks with Soviet leaders, including, it is reported, President Mikhail Gorbachev.

Mr Robert Kimmitt, third-ranking official at the State Department, has a team which will hold talks with Afghan rebel leaders and top officials in Pakistan, whose military directs resistance operations inside Afghanistan.

Mr Kimmitt may also visit Saudi Arabia, one of the rebels' main financial backers, and India to meet the new prime minister, Mr V.P. Singh.



Pérez de Cuéllar: Moscow visit

US officials stress that no fundamental shift in policy is at hand, but the Kimmitt mission is preparing the ground for the visit to Moscow by Mr James Baker, Secretary of State, early next month. Along with other arms control issues and regional conflicts in Angola and Cambodia, Afghanistan figures high on the agenda ahead of the planned superpower summit in late June.

Current US policy rests on the formation of an interim government (AIG) made up of

the seven Afghan resistance groups and the use of military force to topple President Najibullah, the Soviet puppet leader. Washington also insists that Najibullah cannot be part of a negotiated political settlement.

The UN, which brokered the 1987 Geneva peace accords providing for the withdrawal of Soviet troops last February, is now testing the ground for its own new initiative.

The goal is to form a national government of reconciliation with the Najibullah régime, and to explore whether Washington and Moscow might agree to a mutual cut-off of military aid to their clients.

The Soviet Union is still thought willing to drop Najibullah, as they were at the time of the Geneva accords. But the US let the opportunity slip, and Moscow now requires a face-saving alternative. The Bush Administration's policy of isolating the Kabul Government is also not working.

France last week said it was re-opening its embassy in Kabul, further testimony to the régime's obstinate survival against all odds predicted a year ago.

Li Peng 'to visit Soviet Union soon'

CHINA'S Premier Li Peng will visit the Soviet Union "in the near future", Mr Igor Rogachev, Soviet deputy foreign minister, said at the weekend, Reuters reports from Moscow.

In an interview broadcast on Moscow Radio, Mr Rogachev denied any ideological split between Moscow and Peking and dismissed ideas of a rift between the communist powers.

"This [split] is something that certain people would like to see in countries where they feel the normalisation of Soviet-Chinese relations poses a threat to their countries," said Mr Rogachev, who recently visited Peking.

"There can be differing interpretations even in the very best families and among the very best neighbours, and there is nothing terrible in that," Mr Rogachev added. "We are convinced that there are no reasons at all for complications in the onward development of Soviet-Chinese co-operation."

Mr Rogachev said Li was expected to visit the Soviet Union as part of a series of meetings. The report gave no further details of these proposed meetings.

Mr Mikhail Gorbachev, the Soviet leader, formally ended a visit of nearly 30 years when he visited China in May last year. The visit coincided with mass pro-democracy demonstrations in Peking which were eventually crushed by the military.

Hardline Communist Party officials in China have privately blamed Mr Gorbachev for recent democratic changes in the Soviet Union, described in Peking as "subversion of communism".

SHIPPING REPORT Tanker rates steady despite lack of business

By Kevin Brown, Transport Correspondent

TANKER market rates held steady last week in spite of a lack of business in the early part of the week which led brokers to fear that rates were about to fall.

A downward trend looked likely, following the fixture of a ship of 250,000 tonnes deadweight from the Middle East Gulf to the US Gulf at Worldscale 59.5.

In the event, however, demand picked up as the week wore on, helped by some private fixtures, the terms of which were not reported.

Galbraith's, the London brokers, said some charterers were apprehensive that the number of private fixtures could indicate that a head of steam was building up behind the market.

Most fixtures reported from the Middle East were for ships between 230,000 and 250,000 tonnes for eastern destinations at around Worldscale 67.5. Demand existed for 250,000-tonne ships from the Mediterranean at around Worldscale 65 for US Gulf discharge.

Talks on Cambodia open in Paris today

By George Graham in Paris

TALKS on the future of Cambodia open in Paris today among the five permanent members of the United Nations Security Council, amid signs of a shift in the policy of the Western powers towards the Cambodian situation.

Diplomats are wary of predicting any immediate results from the two days of talks among US, Soviet, Chinese, British and French officials. They say that the positions of the various parties appear to have evolved enough to give some hope of reaching a Paris peace conference, suspended last August after six weeks of negotiations.

But more talks may be needed before the conference can be reconvened. The confer-

ence failed to agree on a form of interim government associating the three-party resistance coalition and the Vietnamese-backed Government of Hun Sen in Phnom Penh. Support is now emerging in some quarters for a plan proposed by Australia, involving a provisional UN administration.

Intense fighting inside Cambodia, following withdrawal of Vietnamese troops last September, appears to have bolstered the Khmer Rouge, who ruled the country under Pol Pot from 1975 to 1979, both against their partners in the resistance, headed by Prince Norodom Sihanouk, and against the Hun Sen Government.

The Khmer Rouge military successes appear not only to

have raised the chances that Hun Sen might make concessions on a peace settlement, but also to have worried Western backers of the resistance. Supporting Prince Sihanouk has meant by the same token reluctantly supporting the Khmer Rouge, but the threat of a return of Pol Pot has led many to conclude that the time has come to drop Prince Sihanouk.

France, among others, now seems to be shifting its position. President François Mitterrand said last week that "no compromise is possible with the Khmer Rouge", and some officials now favour coming out for Hun Sen as the lesser of two evils.

France's sudden reversal last

week of its decision to sell six frigates to Taiwan is being widely interpreted as a gesture designed to bring China, the principal backer of the Khmer Rouge, to the conference table.

Prince Sihanouk is worried by his loss of support. In an "Open Letter to the people of the free world who are preparing to abandon Sihanouk and the Cambodian resistance and to embrace the Hun Sen régime", sent to the AFP news agency on Saturday, the prince said the most important goal was to fight against Vietnamese domination of the country he ruled until 1970.

He warned the Western powers not to underestimate the military and political strength of the Khmer Rouge.

Salvador leftist leader killed in Guatemala

By Tim Coome in Managua

THE assassination of a prominent leftist Salvadoran politician, Dr Hector Oguel, has jeopardised the latest efforts to negotiate an end to El Salvador's 10-year civil war and threatens a political crisis in Guatemala.

Dr Oguel was kidnapped in Guatemala City last Friday by

an unidentified paramilitary group. He was accompanied by Ms Gilda Flores, a leader of the Guatemalan Social Democrat party. Their bodies were found 20 miles from the El Salvador frontier. Dr Oguel was a candidate in last May's presidential elections in El Salvador for the centre-left Convergencia Demo-

cratic alliance.

In El Salvador, left-wing FMLN guerrillas immediately said they were "reconsidering" a proposal to renew talks with the El Salvador Government of President Alfredo Cristiani under UN mediation. The UN and US had welcomed the move. Mr Cristiani is due this

week in Washington, where he is due to lobby for new US aid to El Salvador.

This is under question after six priests were murdered in San Salvador. Last week, Mr Cristiani said proof of those involved had been found, and promised to name them. So far, he has not done so.

Ozal throws lifeline across Euphrates

Turkey's President opens a controversial dam, writes Jim Bodgener

TO CHANTS of "Allah is great", Turkey's President Turgut Ozal pressed a button at the weekend to start impounding the Euphrates behind the huge Ataturk Dam in the country's south-east.

As the chants rose and fell, hawes lowered an 87-tonne concrete plug into the diversion channel under the huge embankment, the fifth largest in the world.

Engineers, contractors and politicians smiled with pride as the river drained downstream, exposing mudbanks and flapping carp, for about 10 km down to the next tributary.

Apart from turbines and generating equipment, plus construction machinery, the \$1.5bn (\$980m) hydro-electric and irrigation project has been built and financed by Turkey itself, since work started in the mid-1980s.

International funding agencies such as the World Bank have been loth to get embroiled in damming a major river bordering three uneasy neighbours - Turkey, Syria and Iraq - a region hit by drought last year, affecting Syria especially.

Despite exhaustive Turkish explanations, Iraq is still pressing for a reduction in the time (one month) Turkey says is needed for the first-stage filling of the dam.

However, sub-zero temperatures have frozen the snow-melt further up the river, although Turkey plans to "top up" with extra water from two other large reservoirs upstream.

Damascus yesterday had still not responded to an offer of Turkish electricity in compensation for the generating shortfall from Syria's al-Thawra

Iraq demands to shorten the time the Euphrates River is cut off so that Turkey can fill its giant Ataturk Dam, were pressed on President Turgut Ozal again last night by a top-level Iraqi delegation, Jim Bodgener reports from Ankara.

Led by Iraq's Oil Minister, Mr Izzat Abdul al-Chalabi, the delegation carried a special message from President Saddam Hussein.

It brought proposals on how to reduce the time the river will be cut off from a

(Revolution) Dam. From the time of announcing the river closure on November 23, Turkey had at times more than doubled the agreed river-flow of 500 cubic metres a second across its southern border, to enable Syria and Iraq to store water in advance.

Turkish officials claimed at the weekend that a total of 3.4bn cubic metres had been released since November 23, yet only 860m cubic metres had emerged from the al-Thawra Dam. Syria was holding back water to foment tension between Baghdad and Ankara, they alleged.

The Turkish Government has consistently denied using the river as a weapon, though relations with Syria have been exacerbated, by Syria's aid to insurgents of the Marxist separatist Kurdish Workers Party (PKK) in south-east Turkey.

"We have taken into account the needs and concerns of our neighbours," President Ozal said on Saturday. "We will never use the control of water to coerce or threaten them." The 20,000 construction workers and inhabitants of the

area who thronged upstream bluffs and slopes clearly had no qualms about the dam, even though some came from villages already inundated by its lake. "More grain, more cotton, more nuts, more pistachios," they enthused. "We love it."

Twenty-six-kilometre irrigation tunnels to the Harran Plain abutting the Syrian border were centrepieces of the equally huge and ambitious south-east Anatolian (GAP) development project. With the project's first \$12bn stage, GAP seeks by early next century to transform an arid and deprived region of 73,836 sq km covering 9.5 per cent of Turkey's total land area into a cash-crop "dynamo" and granary.

had not responded to a Turkish offer of electricity supplies in compensation for losses in generating capacity at Syria's al-Thawra dam.

● Turkish imports from Iraq, mainly crude oil, grew in value by 11.6 per cent in the first three months of last year to total \$1,285m. But previously rapid growth in Turkish exports was undercut by 66 per cent over the period, by imposition of tight credit ceilings. Iraq pays back debt totalling up to \$20m.

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UK NEWS

BUDGET TALKS BEGIN

Counter-inflation policy threatened

By Peter Norman, Economics Correspondent

THE LIKELIHOOD of an austere budget in March increased over the weekend as the Government found its counter-inflation policy under growing threat from rising pay claims.

Mr John Major, the Chancellor of the Exchequer, spent Friday evening and Saturday with Treasury ministers and senior officials planning the ground-work for the budget at the Foreign Secretary's country home at Chevening in Kent.

Officials declined to comment on the talks, which marked the beginning of the pre-budget period in which Treasury officials retreat behind a self-imposed wall of silence in their dealings with the press. However, all the indications suggested that formal decisions were not taken.

Indeed, with domestic UK economic indicators providing an inconclusive picture as to whether demand is slowing in line with Government hopes,

and last Friday's sharp stock market falls in Tokyo, London and New York highlighting numerous international uncertainties, the main decisions are not expected until much closer to budget day.

This is expected to be later than usual, possibly on March 20, because of disruption to the budget-forming process as a result of Mr Nigel Lawson's resignation as Chancellor in October.

As Mr Major and his weekend guests were gathered in the Georgian splendour of the former ancestral home of the Earls of Stanhope, Mrs Margaret Thatcher hinted on Friday evening that there would be no relaxation of the Government's present tight fiscal policy in the budget because of the inflation problem.

In a BBC television interview she said the way of getting inflation down "has to be quite a tough taxation policy so that we have a budget sur-

plus and not a deficit, and also high interest rates."

On Saturday, Mr Lawson told BBC Radio that he did not expect any steps in this year's budget towards achieving the Government's target of cutting the basic rate of income tax to 20p in the pound from the present 25p.

The pressure for an austere budget has increased with a proliferation of double-digit pay claims over the past week. Treasury officials are disturbed by developments in the Ford wage dispute, where the unions last week rejected a 10.2 per cent offer.

That conflict escalated over the weekend when Ford craftsmen at the company's plants at Halewood on Merseyside and Bridgend in South Wales voted for an indefinite stoppage over the offer. The action, due to begin today, is expected to cripple production at the two plants.

Any hope that the unions

would respond positively to Government warnings on the dangers of high pay claims was dealt a blow over the weekend by reports that an independent pay review has recommended that Britain's family doctors should receive 13 per cent pay increases.

Government figures on Friday are expected to show an increase in Britain's annual inflation rate to 7.9 per cent in December from 7.7 per cent in November. Rising fuel and transport costs and the introduction of the community charge or poll tax are expected to add to inflationary pressures in the first half of this year.

In his budget, Mr Major will also have to decide whether to offset the expansionary impact on the economy of the introduction from April of separate taxation of husband and wife. The Inland Revenue has estimated that this reform could cost the Treasury £1bn in a full year.

Retailers face tough time after buoyant Christmas

By Peter Norman, Economics Correspondent

CHRISTMAS turned out to be better than expected for Britain's retailers with sales last month substantially higher than in December 1988, according to the latest Confederation of British Industry/Financial Times distributive trade survey.

However, expectations for January are subdued, with the survey indicating lower sales growth in the retail and wholesale sectors and depressed conditions in the motor trade. Motor sales in December were lower than a year ago for the eighth consecutive month, with more traders than ever complaining of excessive stocks.

Mr Andrew Sentance, the CBI's economics director, said turnover last month might have been boosted by many retailers bringing new year sales into December. He forecast a tough year's trading for retailers in 1990.

Nonetheless, last month's retail sales will be studied carefully by the Treasury, which is anxious to see reduced demand in the economy as part of its counter-inflation programme. On balance 30 per cent of retailers told the CBI/FT survey that their sales in December were higher than in December 1988. This "positive balance" was well above the 23 per cent monthly average in 1988.

Later today, the Government and the City will have a further insight into retail trends when the Central Statistical Office publishes its provisional retail sales figures for last month. City analysts expect a 0.5 per cent rise in sales volumes during December after November's 0.4 per cent decline.

Among retailers, grocers reported the best sales increases last month, while shoe shops, booksellers and stationers indicated sales below 1988 volumes. Although retailers as a whole expect a modest increase in sales this month, the sectors that experienced a sales decline in December expect a further drop in sales as do shops selling household textiles, furniture, carpets and clothing.

Details, Page 7

Strike at Ford UK could affect European output

By Lisa Wood, Labour Staff

CAR and engine production at Ford Motor's UK operations could be crippled this week by indefinite unofficial strike action by maintenance workers.

The action, which comes in a week of critical talks between union leaders and Ford over the company's 10.2 per cent pay offer, could also affect Continental plants producing the Escort, Orion and Fiesta cars which use engines made at Bridgend, South Wales.

The first unofficial stoppages are due to start today at Bridgend and at Halewood, on Merseyside, one of the company's two main UK assembly plants.

Maintenance workers at Dagenham, Essex, the company's other UK car production plant, meet this morning to decide whether to take similar action. Union officials believe the action could quickly bring the two car production plants and the engine assembly plant to a standstill.

Ford said the impact could be swift if major pieces of machinery broke down and required urgent maintenance work. The effect on Continental

plants, it said, depended on the duration of the action and its extent.

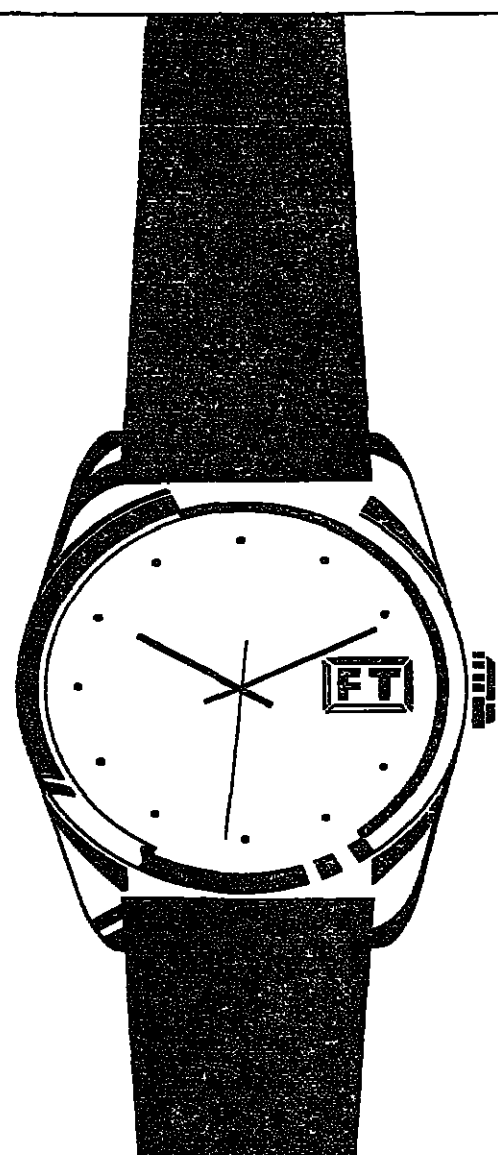
The employees at Bridgend, one of the company's two UK engine plants, will reassess their action on Thursday.

The unofficial action among the craft maintenance workers reflects their aim of securing special recognition of skills they have developed through new technologies as well as fears that Ford is attempting to de-skill their jobs by new grading systems.

Today, meanwhile, workers at Dagenham are to hold a mass meeting to decide whether to hold a 24-hour "day of action" strike on Wednesday.

On Wednesday talks resume between the management and union leaders representing all Ford's 31,800 blue collar hourly paid workers, including the maintenance craftsmen, on Ford's two year pay offer which union leaders rejected last week.

Ford was offering 10.2 per cent in the first year and 7.5 per cent or inflation plus 2.5 per cent in the second.



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UK NEWS

South-east is the 'first region to be de-industrialised'

By John Authers and Hazel Duffy

THE south-east of England has become Britain's first de-industrialised region, according to a study published today. Services have replaced manufacturing as the backbone of the region's economy, it says.

The area now relies more on services for exports than it does on goods, and the finance and business sectors have overtaken manufacturing as the main producer of regionally tradeable goods and services.

The annual survey of Regional Economic Prospects by Cambridge Econometrics - a private forecasting company linked to Cambridge University - and the Northern Ireland Economic Research Centre is one of the most thorough breakdowns of a national forecast into the regions.

The report has discovered a shift in economic activity away from the cities and into rural areas. Half of all foreign industrial companies moving to Britain since 1983 chose to set up in rural areas in the south.

Wales has been the chief beneficiary of this shift, and is projected to have the fastest growth in manufacturing over the next 10 years.

In the south-east, employment trends have changed rapidly. In 1980, manufacturing employed twice as many people as the financial sector, but by 1989 the financial sector employed 10 per cent more people than manufacturing.

The researchers also noted that the economic gap between Britain's regions, which widened sharply in the 1980s, is expected to grow at a much slower rate this decade. Capacity constraints and labour shortages in the south, which have slowed the rate of growth, are contributing to a greater evenness between areas.

Individual forecasts are:
● South-east: Population growth will be determined by housing development, but might increase by only 0.3 per cent a year to 1995. Consumer spending will rise in London and the rest of the south.
● East Anglia: Growth of the labour supply will depend on planning decisions in response

to pressure for expansion. Improved communications will increase this pressure.

● South-west: An overheated development in Bristol will deter companies from moving in. Defence spending is important in the region so any cut-backs will affect the south-west in particular.

● West Midlands: Employment in manufacturing will shrink, but it will grow in services, which are taking off from a low base. Stability is predicted along with movement towards UK averages for employment and growth.

● East Midlands: The population will grow at twice the country's average. Growth in public utilities is projected to exceed other regions.

● North: The worst of the period of readjustment in industry is over. Manufacturing is recovering and is expected to account for one-third of a much enlarged regional gross domestic product.

● North-west: Revisions to the employment census show that the region did better in the 1980s than had been thought, but growth will still be relatively slow.

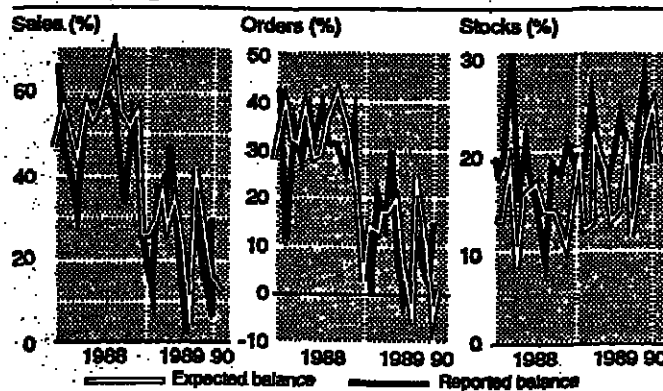
● Wales: This is the regional success story having adjusted from a coal and steel-based economy to modern industry, bolstered by investment from overseas companies. Service sector employment is forecast to increase more rapidly than in the UK as a whole.

● Scotland: Population is expected to fall with net migration losses amounting to about 20,000 per year in the early 1990s. This reduces unemployment, but also the level of local demand especially in services.

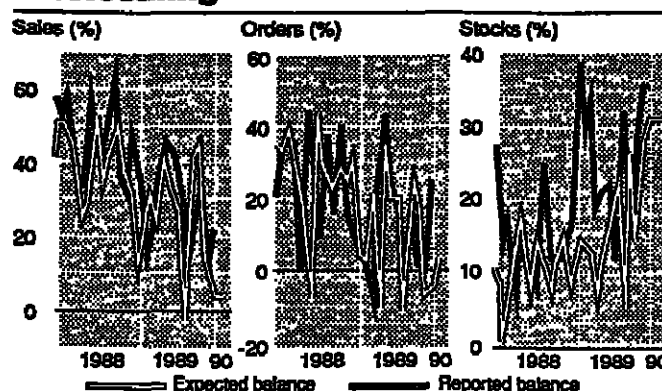
● Northern Ireland: Employment has failed to keep pace with the increase in the working age population, but investment in commercial property is high and uncertainties about part of the manufacturing sector have been eased.

Regional Economic Prospects, Cambridge Econometrics and Northern Ireland Economic Research Centre, 21 St Andrew's Street, Cambridge, CB2 3AX. Full report £1,500, abridged report £25.

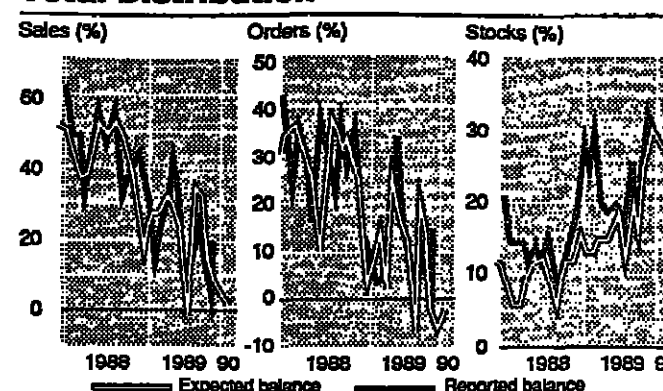
Retailing



Wholesaling



Total Distribution



CBI/FT DISTRIBUTIVE TRADES SURVEY

Retailers and wholesalers report unexpected recovery in sales

By Peter Norman, Economics Correspondent

RETAILERS and wholesalers experienced a recovery in trading last month with UK sales comfortably exceeding expectations.

However, the latest Confederation of British Industry/Financial Times distributive trades survey pointed to depressed conditions in the motor trade, with a record proportion of dealers reporting excessive stocks.

Yet the marked revival in December sales does not signify a change in trend according to the survey, which polled 512 companies in the retail, wholesale and motor trades between December 8 last year and January 4. Sales growth is expected to weaken this month in retail and wholesale sectors.

Of the 296 retailers questioned, 50 per cent said that sales volumes in December were higher than in December while 20 per cent said they were lower. The difference between the two, which gives a guide to the trend, was a balance of 30 per cent - significantly higher than November's 6 per cent, but well below the 43 per cent positive balance reported in December 1988.

The 30 per cent balance of retailers reporting higher sales was also higher than the 17 per cent balance of traders in November who had said they expected a sales increase last month. Expectations this month are muted: a balance of 11 per cent of retailers expect higher sales than January 1989.

More retailers reported that December sales were good for the time of year. The survey reported a positive balance of 13 per cent in answer to this question, whereas a balance of 1 per cent had said November sales were poor for the season.

Stocks were run down in December from November's high levels: on balance only 19 per cent of retailers complained of excessive stocks last month against November's 28 per cent. Other factors point to a clouded future. While a balance of 15 per cent of retailers increased their orders with suppliers in December compared with the same month the year before, only 1 per cent on balance expect to do so this month. A balance of 5 per cent

of retailers expect sales this month to be poor for the time of year.

A gloomy picture emerges from the 55 motor traders polled. Only 22 per cent reported higher sales in December against 45 per cent reporting sales down on the year before. The resulting balance of 23 per cent reporting lower sales last month contrasted with the survey a year ago which had shown a balance of 17 per cent reporting higher sales in December 1988.

A balance of 16 per cent said December sales were poor for the time of year while a balance of 42 per cent said they expected sales this month to be below those of January 1989. Motor traders continued to

place fewer orders with suppliers in December. On balance, 42 per cent of companies placed fewer orders than in December 1988, while 32 per cent on balance expect to place orders below 1988's levels this month.

A record balance of 50 per cent of motor traders indicated excessive stocks last month, up from the previous high of 46 per cent in November.

Wholesalers, however, reported an increase in the annual rate of sales growth in December from November 1988. Of the 161 companies polled, 52 per cent said sales were higher last month compared with the year before against 30 per cent reporting a drop in sales. The 22 per cent positive

balance was higher than November's 14 per cent, but down on last year's average monthly balance and well below balances in 1988.

This month, a balance of only 3 per cent of companies expects an increase in sales. Also, a balance of only 3 per cent of wholesalers said sales were good for the time of year in December: 55 per cent of them reported average sales.

Food and drink wholesalers reported an increase in annual sales growth in December, but most other sectors said sales were below December 1988. Stocks were high in relation to expected sales last month, with an unchanged balance of 36 per cent of companies reporting excessive stocks.

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UK NEWS

Labour dashes hopes of a 15% rate of income tax

By Michael Cassell, Political Correspondent

HOPES that a Labour government could establish a bottom rate of income tax as low as 15p in the pound have been dashed by the party leadership.

Mr John Smith, the Shadow Chancellor, has ruled out a bottom rate of 15p on the grounds that, under the structure being considered, the cost to the Treasury would prove unacceptably high.

Labour intends to introduce a series of personal tax bands as part of its plans for taxation reform, with the lowest rate intended to reflect ability to pay more accurately.

Senior party figures had regularly cited 15p as a possible starting point, although the figure had never been confirmed.

The lowest rate is now more likely to be set at 18p or 19p, enabling Labour to trump the government's stated objective of eventually cutting the basic income tax rate to 20p.

There will, however, be no

change to Labour's projected top rate of 50p, although this will effectively rise to 55p if, as the party intends, the upper earnings limit on national insurance contributions is abolished.

The party's treasury team has indicated that details of the final structure will not be made known until after a Labour chancellor has moved into the Treasury. Mr Smith's broad strategy will be to ensure that, overall, there will be more gainers than losers.

Work on establishing the graduated income bands and associated tax rates is still under way.

Labour is committed to altering the present income tax structure, which applies only two taxation rates on earned income and which means the overwhelming majority of taxpayers face the same tax liability, regardless of often wide differences in incomes.

In formulating its new policy, the leadership is deter-

mined to kill off Labour's image as a party of penal rates of tax and wants to establish what it hopes will be seen as a much fairer system related to people's ability to pay.

Labour is also expected to stress, as the next election approaches, that there will not necessarily be an early change from the present tax arrangements, with planned reforms wholly dependent on post-election circumstances.

The party's reluctance to be pushed into making detailed disclosures about tax plans - its proposals at the last election were criticised by the Conservatives as badly thought out - is certain to come in for increasing criticism from the government, which is already calling on Labour to make public more details.

Mr Neil Kinnock, the Labour leader, has indicated no more than that the highest rates of tax will begin to bite only once annual earnings reach about £40,000.

Field renews threat to force by-election

By Ian Hamilton Fazey and Michael Cassell

MR FRANK FIELD, the moderate Labour MP deselected from defending his Birkenhead seat at the next general election, yesterday confirmed he was renewing his threat to force a by-election if the decision was not overturned by the party leadership.

Mr Field was deselected in December. However, he withdrew a threat to force a potentially embarrassing by-election contest after assurances from Mr Neil Kinnock, the Labour leader, that his charges of Militant Tendency activities would be fully investigated.

The Labour leadership could also soon find itself involved in any moves to deselect Mr Ron Brown, the MP for Leigh, following his conviction last week for causing criminal damage.

Leading party figures are angry about the MP's behaviour, particularly immediately after his conviction when he described the outcome as a "moral victory".

They appear ready to support moves to have Mr Brown's recent reselection overturned on the grounds that circumstances have since changed.

Mr Brown's constituency party will discuss his future at a meeting next week.

In a dossier which Mr Field intends to present to Labour's national executive committee,

he alleges that the Birkenhead constituency ballot was rigged against him and that local members of trade unions had indulged in "thugery".

The dossier, which has just been completed but has not been made public, is due to be discussed next week by the NEC.

Mr Field will be demanding inquiries into Labour Party activities at district level, as well as in the constituencies of Birkenhead, Wallasey and Wirral South.

He will also demand an inquiry by the Transport and General Workers' Union into its members' activities.

Mr Field said: "We are saying on the reselection itself that a certain number of people were counted in and that more people voted."

"We can't account for that and on that basis alone I think that the decision should be overturned."

He added: "If we don't get satisfaction then the voters of Birkenhead will decide. There will be a by-election."

Mr Paul Davies, the TGWU official who won the Birkenhead party's nomination defended his position. He said yesterday that he had secured the local party's backing to fight Birkenhead fairly under existing rules.

NEWS IN BRIEF

Norsk plans £50m stake in plant

NORSK HYDRO, Norway's largest chemicals producer, is planning a £50m investment in Britain which involves a near-doubling of a plastics plant it operates at Newton Aycliffe in north-east England.

The company intends to proceed with the project in spite of recent softening in the market for chemicals.

The expansion, due to take place over the next few years, will entail increasing the capacity of the Newton Aycliffe plant from 130,000 tonnes a year to 230,000 tonnes a year. The plant makes polyvinyl chloride (PVC), a large-selling commodity plastic.

Fixed interest for life mortgage launch

MORTGAGES with interest rates fixed for their entire 25-year life are introduced in the UK market from today by Bear Stearns Home Loans, a newly-established offshoot of Bear Stearns Companies, of New York.

Mortgages of this kind are common in the US but virtually unknown in the UK - although last week First Mortgage Securities offered a mortgage fixed at 12.85 per cent over 10 years.

Bear Stearns mortgages will carry a rate of 11.95 per cent for loans between £16,000 and £500,000. Applications must be made by February 1.

Stamp duty call

THE Chancellor should scrap stamp duty on house purchases, according to the Council of Mortgage Lenders, the recently-formed body representing most UK mortgage lenders other than the large banks.

The CML says that stamp duty makes it more difficult for first-time buyers to enter the housing market and is not spread evenly between regions. If Mr John Major, the Chancellor, does not abolish stamp duty in the Budget, he should at least double the threshold below which house purchases are exempt to £60,000, it said.

Nat Savings down

NATIONAL Savings suffered a net withdrawal of funds of £1.5bn during 1989, after regularly pulling in positive sums of between £2bn and £3bn annually during the earlier years of the 1980s. At the end of December a total of £35.5bn remained invested.

Catering growth

CONTRACT catering in industry and the public sector is one of the fastest growing sectors of the UK catering market, according to a survey published today by the British Hotels, Restaurants and Caterers Association. The sector's turnover reached £977m in the UK last year.

Industry prepares to feel the pinch

Charles Leadbeater, Nick Garnett and Paul Abrahams sense nerves

A MOOD of nervous apprehension is enveloping industry as it contemplates the year ahead.

Few industrialists expect a recessionary storm. But companies that confidently expanded output in the past two years, are moving much more hesitantly into the new decade. Cost-cutting programmes are being accelerated and some investments deferred.

The warning of a tough year ahead will be reinforced today when the Confederation of British Industry unveils budget proposals focused on corporation tax changes to offset the squeeze of higher interest rates.

In some sectors such as chemicals, commercial vehicles and construction machinery there are signs that the market downturn may be worse than forecast. In most others, executives expect demand to fall from the peaks reached in the last two years.

Even that will test the success of moves to diversify into international markets and rationalise production, as Imperial Chemical Industries, one of Britain's largest manufacturers, shows.

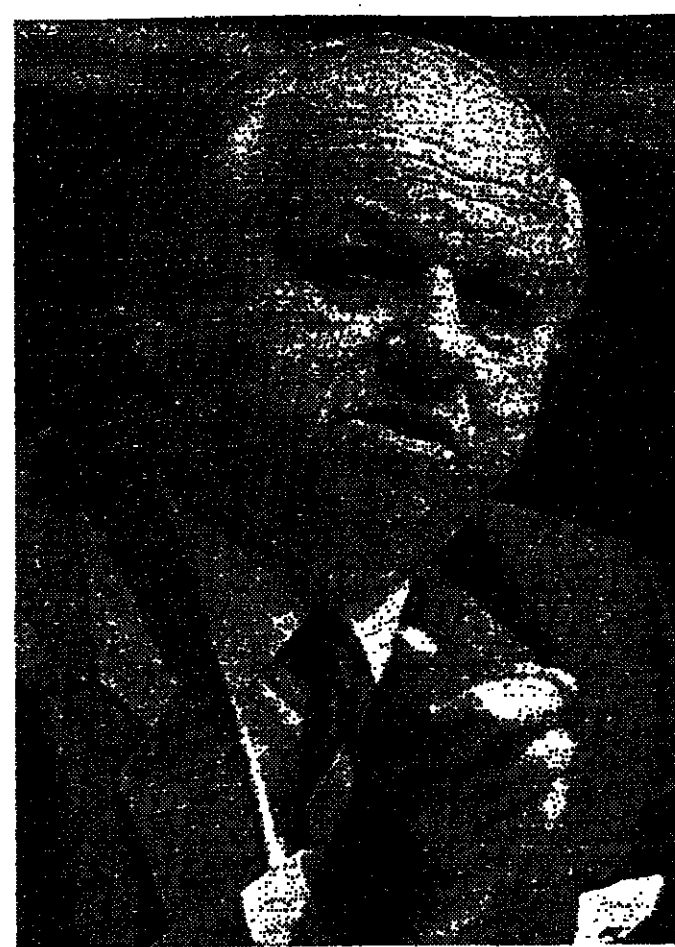
Sir Denis Henderson, the company's chairman, says he began warning of an impending downturn in late 1988. The message was strengthened in the middle of last year, when the senior management team told all subsidiaries to rein back expenditure.

Sir Denis says: "People had got used to projecting strong growth in sales volumes and profits. My question was what will happen to costs if you do not get the right sales volume. If volume falls we will not be able to cover the projected costs."

Nevertheless, when last November the subsidiaries submitted their 1990 budgets, senior management threw them out judging them too optimistic.

One of Britain's most professional, well-resourced companies finds it that difficult to adjust to slower growth what about smaller concerns?

The Department of Employment's latest figures confirm



Sir Denis: "People had got used to projecting strong growth in sales volumes and profits"

industrialists' fears with a spate of small redundancies in recent weeks from steel suppliers to defence contractors.

Redundancies in the UK rose from 24,356 in the third quarter of 1988 to 27,275 in the same period last year. The rate of job losses rose in the south-east, East Anglia, the west and east Midlands and more than doubled in Yorkshire and Humberside.

Although the gloom has not infected all sectors it is spreading from the consumer related industries, which began to be hit last year, deeper into industry.

The commercial vehicle market is already suffering badly. Truck sales were down 25 per cent last December compared with a year before. Mr David Brown of Truckmaker AWD says heavy truck sales in the next few months could be 30 per cent down on 1988.

The Society of Motor Manufacturers and Trades expects car output to fall marginally from 1.28m last year to 1.25m this. Union officials at Ford say the normal precursor of falling demand, a cut in production line speeds, has not yet arrived.

Demand for construction

LEA partners business to set up college

By Emma Tucker

THE FIRST locally-based city technology college (CTC) to operate under the partial control of a local education authority is to be announced today.

The CTC, to be based in Wandsworth, south London, will be on the premises of Battersea Park School and offer places to 900 local students.

The college, backed by ADT, the security systems and vehicle auction group, could save face for the Government in one of its more controversial pieces of education legislation. CTCs cater for urban students aged 11 to 18 with an aptitude for science and technology. All those set up so far have been independent of local education authority control and able to experiment freely with the curriculum and links with industry.

It was originally planned that most of the funding for CTCs would come from business sponsors. But so far the private sector has contributed only about 20 per cent of the capital costs involved with the Government paying the rest.

The new-style CTC will be funded by the LEA, in partnership with the private sector. It will be cheaper to set up than an orthodox CTC as ownership of the site will stay with the local authority. The LEA will

continue to cover basic staff salaries and running costs.

ADT will pay a modest conversion cost of about £1m for the refitting of the school. The establishment of earlier CTCs has involved the purchase of new sites, costing the Government and business sponsors up to £2m per school.

ADT will set up a foundation, which will gather together local and national business interests, to top up the college's spending every year. It will also put forward the majority of members of the college's governing body.

The foundation will also fund, for example, the secondment of people working in

industry to the school and in-house staff training. It will also provide capital investment to re-equip the school.

Such a set-up could make LEAs more favourably disposed towards CTCs and encourage some of the big companies that have been reluctant to become involved with CTCs to do so. The Government has so far approved 1,700 companies to back the initiative, but with little success.

A second, orthodox CTC planned by Wandsworth will also have 900 places, and will be at the Mayfield Girls Secondary School, which closed last year.

Patten blames councils for high poll tax

By Michael Cassell, Political Correspondent

MR CHRIS PATTEN, the Environment Secretary, yesterday acknowledged that the Government's poll tax - bills in England and Wales may be higher than suggested by government figures.

However, he sought to lay the blame squarely on the shoulders of high-spending councils.

Mr Patten said that if local authorities spent sensibly, they could come in on target. The Government has calculated that the average national poll tax charge will be £278. Critics suggest it will be considerably higher because ministers have assumed a freeze on spending programmes and also underestimated inflation and the impact of non-payment on council budgets.

Mr Patten suggested, however, that higher poll tax charges than those calculated by his department would arise directly from councils' own decisions. He said authorities would now be more accountable and he hoped they would "behave responsibly and not put the community charge up too high."



Sir Barney: more funds are needed to head off revolt

He added: "Some will choose to spend more; some will choose more because they are inefficient and some will spend more because there are all sorts of horrors coming out of the woodwork about the way they have dealt with their accounts in the last few years."

His remarks came at the start of a week in which the Government faces a potentially serious Tory backbench revolt

over its transitional arrangements for replacing domestic rates with the poll tax in April.

The Environment Secretary, together with his ministerial team and government whips will be lobbying Tory MPs up until Thursday's vote to approve the level of revenue support grant for the next financial year, in an attempt to limit the extent of the rebellion.

Although it is being made clear that no further concessions can be expected, following the £1.5bn in additional help announced last year, ministers will be emphasising that more money is likely to be available next year, closer to the general election, to further cushion the impact of the tax.

Tory MPs with London constituencies, however, continue to warn that the party could suffer in the capital's forthcoming local elections.

Tory backbench criticism continued over the weekend. Sir Barney Hayhoe, a former minister and MP for Brentford and Isleworth, said that concern within the party about the tax was now higher than at the

time the legislation was debated in the Commons.

Sir Barney warned that the Government would have to make available more Treasury funds to head off a revolt. A long-standing critic of the poll tax, he added: "I am delighted now that some of my colleagues, who were less far-sighted, when we discussed these things in 1987 and 1988, now realise how right we were in talking of the potential political damage of these arrangements."

In an interview on TV-am, Mr Patten emphasised that the Government was making available from central government and business ratepayers an extra 8.5 per cent for local authority budgets next year.

The Environment Secretary, who is known to have had personal doubts about the electoral impact of the tax before he took his new post, said he did not believe it was necessary a vote loser as the new system would quickly benefit many people. He hoped that by the next election, it would be accepted as a better way of funding local services.

ICL launches mid-range computer in sales drive

By Clive Cookson, Technology Editor

ICL, the leading UK computer manufacturer, this week launches its most important range of products since its Series 39 mainframes in 1985.

The company says its new mid-range computers, to be unveiled in London on Thursday, "will spearhead ICL's future drive in European and other markets."

They may also strengthen the negotiating position of ICL's parent company, in its search for a large corporate partner. Many analysts believe that last week's rescue of Nixdorf by Siemens has left ICL dangerously exposed in the European computer market.

In contrast to its large Series 39 computers, which are based on ICL's collaboration with Fujitsu of Japan, the important technology for the mid-range system comes from the US.

The microprocessor at the heart of the system is a Reduced Instruction Set Computing (RISC) chip designed by Sun Microsystems. It will enable the new computers to perform faster than ICL's existing mid-range machines.

The operating system, the software which regulates the computers' internal workings and enables them to run applications programs - is the latest release of Unix, developed by AT&T.

Unix is emerging as the international standard operating system, which will replace most proprietary software during the 1990s.

Electronic circuits for the computers, code-named Unicorn, are made at ICL's factory in Kidsgrove, Staffordshire. The computers are assembled at Ashton-under-Lyne near Manchester.

ICL will sell Unicorn as a departmental computer system in its five priority market sectors: management, retailing, public administration, financial services and defence.

According to Mr Peter Bonfield, ICL chairman, mid-range systems may account for half of the company's hardware sales by 1995.

Investment in start-ups by 3i to be boosted

By Charles Batchelor

INVESTORS in Industry (3i), Britain's largest venture capital group, plans to increase the scale of its investments in start-up companies from £50m in 1989 to over £100m this year. It expects to back more than 250 start-ups, compared with 230 in 1988.

The company, which is owned by the Bank of England and the clearing banks, has also carried out an internal reorganisation of its start-up activities to make them more responsive to business seeking funds. 3i Ventures, which has specialised in helping high-technology companies in the early stages of development, will be integrated into 3i's mainstream start-up operations.

The decision to expand 3i's start-up funding comes at a time when the venture capital industry has drawn criticism for moving away from start-ups to safer, later-stage funding and management buy-outs.

Mr Derek Sach, a 3i director, said: "In a turbulent economy, many venture capital houses are shying away from start-ups and too risky an investment for their money."

Start-ups are a profitable area of business for 3i although they may take 10 years or more before they yield a return, he added.

The main constraint on the growth of 3i's start-up activity is the shortage of credible business proposals, said Mr Sach. The group claims to fund half the UK start-up companies receiving venture capital backing.

The start-up activities of 3i will be headed by Mr Richard Summers who will combine it with his current job of running management buy-ins.

Industry and local authority bodies attack 'green' bill

By John Hunt, Environment Correspondent

THE Government's "green" bill, which has its second reading in the Commons today, has been attacked by industry and local government bodies.

They fear that it is so vaguely worded that it could prove unworkable unless heavily amended. There is concern that the proposals for tighter pollution controls could add more to the costs of industry than was expected and there are worries over the cost of policing the proposals.

The Environmental Protection Bill brings forward measures ranging from tougher control of industrial pollution

and litter in the streets to the break-up of the Nature Conservancy and a ban on stable burning.

The Chemical Industries Association said that it was extremely concerned at the lack of clarity about how the important measures in the bill will be implemented.

Mr Ray Grainger, product and regulatory affairs director of the association, said the bill gave Mr Chris Patten, the Environment Secretary, wide-ranging powers but revealed little detail about how they would be used.

He was particularly con-

cerned at the length of time that could be taken in getting permission for small variations in chemical manufacturing processes.

The bill requires industry to use the best available techniques not entailing excessive costs in order to prevent pollution. Previously it was only required to use the best available technology. The new definition means that management systems, the use of software and the competence of personnel can all be called into question by pollution inspectors.

Worries remain about the effectiveness of Her Majesty's

Inspectorate of Pollution in administering the new system of integrated pollution control.

The bill stipulates that about 75 per cent of the cost of monitoring by the inspectorate will be met by industry. This is estimated by the Government at about £3m a year but business fears it could be higher.

The Confederation of British Industry wants the Government to ensure that these charges will be accurately related to the costs and that the inspectorate is made accountable for the way it conducts its finances.

The CBI is also predicting

that, largely because of the bill, the cost of disposing of non-hazardous waste in landfill sites will rise by 40 per cent a year for the next three years.

Worries about the amount of monitoring data which companies will have to disclose to public registers are also voiced by the CBI. It believes this could result in the disclosure of commercially sensitive information, Mr Patten, who wants maximum disclosure, will clarify this point in the Commons today.

The Labour Party has put down an amendment deciding to give the bill a second reading

because it does not tackle the big problem of global warming - the greenhouse effect. But if the amendment is defeated it will not vote against a second reading.

The Labour-dominated Association of Metropolitan Authorities complains that the bill burdens councils with extra responsibilities - such as enforcing litter-free zones - which could be unworkable without extra money and staff.

Five conservation bodies yesterday called on the Government to remove the proposal to split up the Nature Conservancy Council.

BROADGATE INTERNATIONAL FUND MANAGEMENT COMPANY
Societe Anonyme
2, boulevard Royal
L-1055 LUXEMBOURG
Grand-Duchy of Luxembourg
R.C. LUXEMBOURG R-23407

NOTICE
to the shareholders of BROADGATE INTERNATIONAL FUND
a Luxembourg fonds commun de placement

This is to inform shareholders that the Management Regulations have been amended on December 15, 1989 by a joint decision of the Management Company and the Custodian, effective on January 21, 1990 (the "Effective Date"), in order to:

- comply with and to register the Fund under the Luxembourg law of March 30, 1988 on investment funds and to qualify it as a UCITS (Undertaking for Collective Investment in Transferable Securities);
- implement daily valuation of the assets and daily issue, exchange and redemption of all Shares;
- issue two additional classes of shares at an initial offering price of 10.00 US\$ plus the relevant sales charge:
class K Broadgate International Fund - Pacific Equities
class L Broadgate International Fund - European Equities
- bring the existing subscription and redemption procedures and the related cash settlement periods in line with current market practices.

New subscriptions shall be payable within 2 business days to Luxembourg after the relevant Valuation Date for classes A to D and within 5 business days to Luxembourg after the relevant Valuation Date for classes E to L.

Redemption proceeds in the case of classes A and B corresponding to Portfolio 1 shall be wired or otherwise transmitted for value two business days after the relevant day on which the redemption order is executed, if such day is a business day in New York, or otherwise on the next business day in New York.

Redemption proceeds for classes C and D corresponding to Portfolio 2 shall be wired or otherwise transmitted for value two business days in the country of the currency denomination after the relevant day on which the redemption order is executed.

Payment proceeds of class E through L corresponding to Portfolios 3 to 10 shall be made within five business days in the country of the currency denomination after the relevant day on which the redemption order is executed.

5) The Management Company and Banque Internationale a Luxembourg S.A. intend to agree under the revised Management Regulations a new schedule of fees to reflect the increased work pursuant to daily valuation of all portfolios; expressed as a percentage of the net asset value of the relevant portfolios; the new fees are anticipated to be as follows, effective from 1st May, 1990:

portfolio 1	0.06
portfolio 2	0.08
portfolios 3, 4 and 6	0.29 on the first 50 million US\$
	0.19 on the assets over 50 million US\$
portfolios 7, 9 and 10	0.32 on the first 50 million US\$
	0.24 on the assets from 50 to 100 million US\$
	0.23 on the assets above 100 million US\$
portfolios 5 and 8	0.31 on the first 50 million US\$
	0.21 on the assets above 50 million US\$

The revised Management Regulations will be published in the Luxembourg Memorial of January 16, 1990.

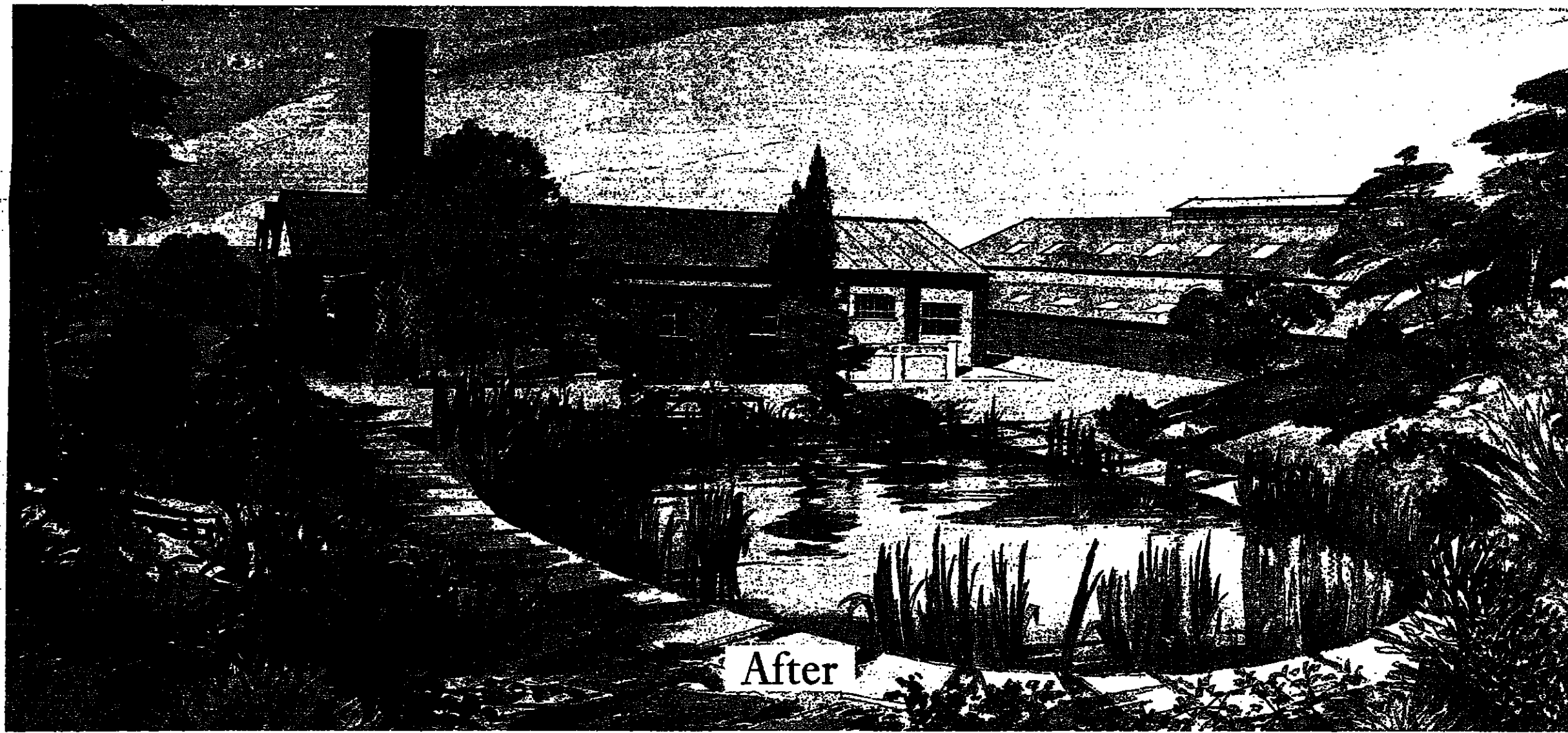
Copies of the updated prospectus dated January 1990 and of the revised Management Regulations will be available at no charge at the offices of the Management Company and of the Custodian from the Effective Date.

William A. Semmes
Director



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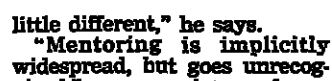
Mentoring

Andrew Jack on a growing phenomenon in US corporate life

ager which developed spontaneously; to McCloskey, it is a short-term, formalised pairing of new recruits with his top

was very useful," she says. "Karen helped me with specific technical problems, connected me to the right people, and

Griffith, who is black, points to several mentors in his own life, including two who were from minorities. "They have a certain understanding of where you come from, and appreciate that your way of thinking is a



ships in order to defuse the potential tensions of male-female pairings. "There is no evidence that the lack of a mentor impedes a person's career," says Manley. "Mentoring may not always work, either. But it is an obvious enhancement to success."

Training

Charles Leadbeater on another role for the line manager

for the training and the junior staff being trained should both benefit. Line managers should welcome the expansion of

However, in the next few years all companies intend to put more effort into training for managers whatever their

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avant le 19 février, 1990 à 10 heures locales, date et heure auxquelles il sera procédé à l'ouverture des offres en la salle de réunion du 22^e niveau Building C.G.I.Z.

[illegible]

NOTICE is hereby given that a Petition was on the 6th day of December 1980 presented to His Majesty's High Court of Justice for the confirmation of the reduction of the capital of the said company to the sum of £2,000,000 standing in the credit of the share premium account and that AND NOTICE is further given that the said Petition is directed to be heard before the said Judge of the High Court on the 26th day of January 1981 at 11.00 o'clock in the forenoon at Manchester M3 3WB on the sitting day of January 1981.

Any person or Shareholder of the said company desiring to oppose the making of an Order for the confirmation of the reduction of the capital of the said company should appear at the time of that hearing in person or by Counsel for that purpose.

A copy of the said Petition will be furnished to any person requesting the same by the said Judge of the High Court on payment of the regulated charge for the same.

Dated the 16th day of January 1980
At the offices of Messrs. J. H. Vincent Street,
Manchester M2 4HL.

Notice is hereby given for the six month Interest Period from, and including, 12th January, 1990 to, but excluding, 12th July, 1990 that the following Rates of Interest will apply.

SERIES A BONDS The Rate of Interest is 8.6625% per annum. The Interest Amount payable on 12th July, 1990 will amount to US\$217.77 per US\$5,000.00 in principal amount.

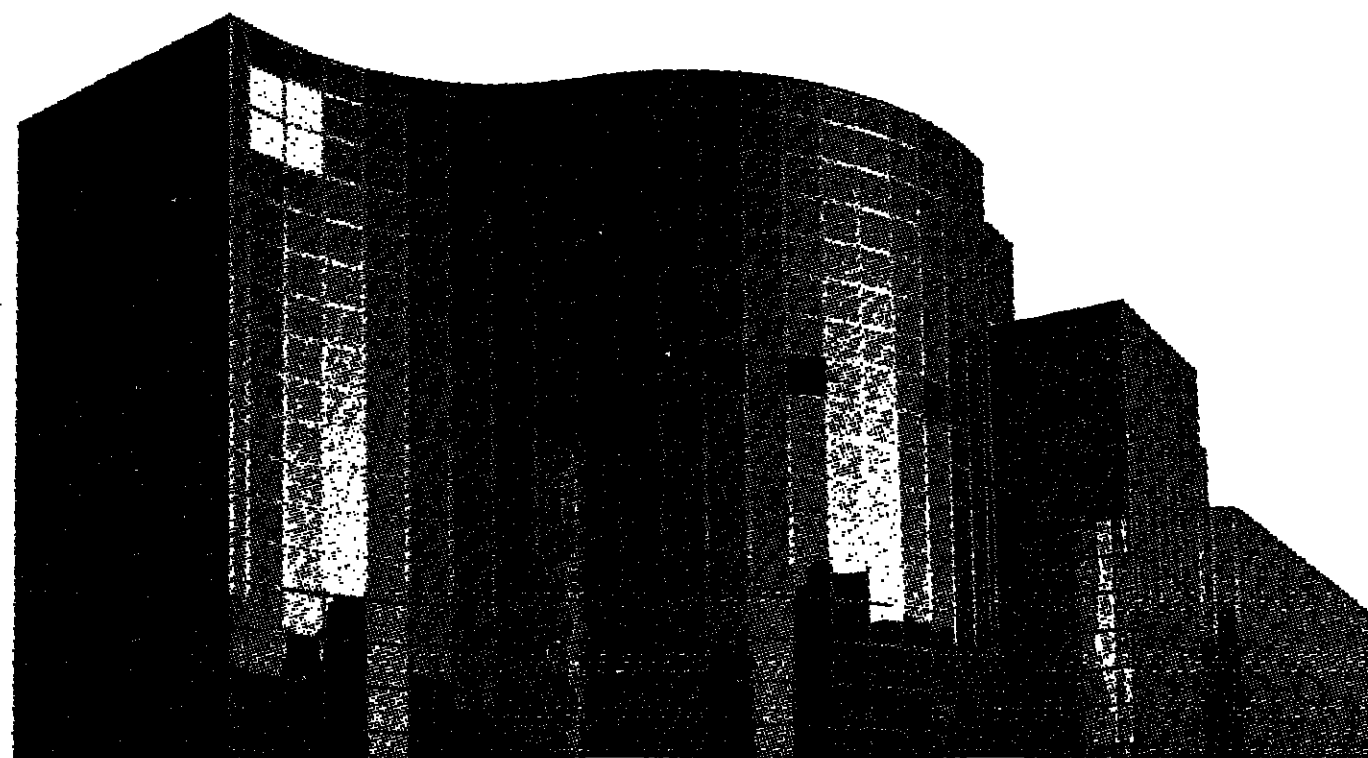
SERIES B BONDS The Rate of Interest is 8.8125% per annum. The Interest Amount payable on 12th July, 1990 will amount to US\$221.54 per US\$5,000.00 in principal amount.

SERIES C BONDS The Rate of Interest is 8.9125% per annum. The Interest Amount payable on 12th July, 1990 will amount to US\$224.25 per US\$5,000.00 in principal amount.

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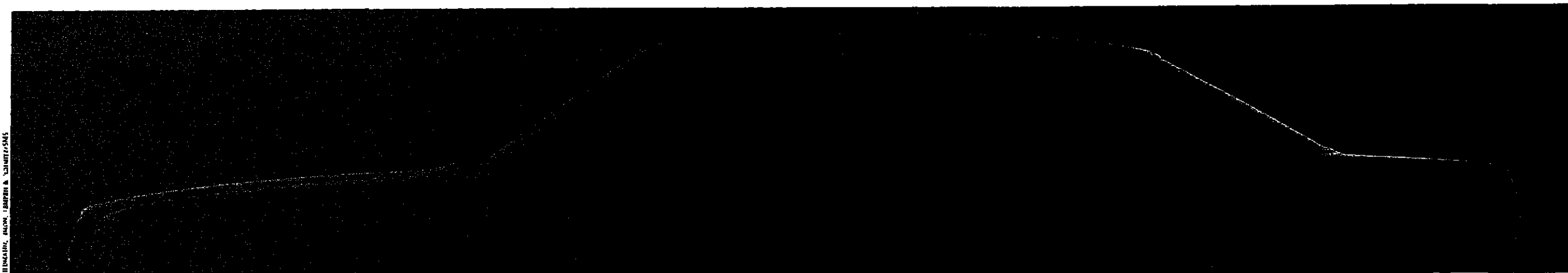
January 15, 1990. That is the date when AUGUSTE-THOUARD, France's leading business real estate consultant with 25 local branches all over the country and a staff of over 500, will be moving to its new headquarters. This modern building comprising eleven thousand square meters is not just a pretty face - it will be providing all the latest technical features which confer the status of a "smart" building. A new base designed to bring out the very best of the highly talented staff.

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DIARY DATES

PARLIAMENTARY

Today

Commons: Environmental Protection Bill, second reading. **Lords:** Food Safety Bill, committee.

Trade Union Act 1984 (Amendment) Bill, committee. Select committees: Televising of Commons Proceedings; subject, assistance for the deaf. Witnesses: Royal National Institute for the Deaf, British Deaf Association, BBC, IBA and Sky Television. (Room 8, 6 p.m.)

Public Accounts: subject, text processing in the Civil Service. Witnesses: Mr J. B. Unwin, Customs and Excise, and Sir Michael Quinlan, Ministry of Defence. (Room 16, 4.30 p.m.)

Treasury and Civil Service: subject, international debt strategy. Witnesses: War on Want and Oxfam. (Room 15, 4.30 p.m.)

Commons: Debate on parliamentary pensions. **Lords:** Courts and Legal Services Bill, committee.

Motions on Electricity Supply Order for Northern Ireland and Health and Personal Social Services Order for Northern Ireland.

Committee on a private bill: King's Cross Railway Bill. (Grand Committee Room, Westminster Hall, 10.30 a.m.)

Wednesday

Commons: Debate on parliamentary pensions. **Lords:** Courts and Legal Services Bill, committee.

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Lords: Short debate on the prospect of German unification, followed by short debate on the possibility of a private health care insurance scheme.

Question to Government on policies concerning road and rail transport. Select committees: Agriculture: subject, fish farming. Witnesses: Scottish Salmon Growers Association, NFU for Scotland, British Trout Association, NFU, Ulster Farmers Union, Shellfish Association of Great Britain, Association of Scottish Shellfish Growers. (Room 20, 10.30 a.m.)

Environment: subject, pollution of beaches. Witness: Public Health Laboratory Service. (Room 8, 10.30 a.m.)

Energy: subject, fast-breeder reactor. Witnesses: Mr J. G. Collier, Mr B. Eyre, and Mr A. Broadfield, UK Atomic Energy Authority. (Room 21, 11 a.m.)

Trade and industry: subject, British Aerospace and Rover. Witnesses: Professor Roland Smith and others from British Aerospace. (Room 15, 11 a.m.)

Foreign Affairs: subject, operation of the Single European Act. Witnesses: Mr Nigel Searling MP, Mr Robert Hicks MP, and Dr Christopher Ward of the European Legislation Committee. (Room 6, 11.30 a.m.)

Employment: subject, the employment service. Witnesses: Employment Department officials. (Room 20, 4.15 p.m.)

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agricultural investment grants. Witnesses: officials from the Ministry of Agriculture and the Scottish Department of Agriculture and Fisheries. (Room 18, 4.15 p.m.)

Social Services: subject, Government plans for the National Health Service. Witness: Mr Kenneth Clarke, Health Secretary. (Room 8, 4.15 p.m.)

Transport: subject, aircraft cabin safety. Witness: Air Transport Users Committee. (Room 17, 4.15 p.m.)

Trade and industry: subject, British Aerospace and Rover. Witnesses: Lord Young and Sir Bryan Hayes. (Room 15, 4.15 p.m.)

Procedure: subject, working of the select committee system. Witness: Mr Terence Higgins MP. (Room 6, 5 p.m.)

Committee on a private bill: King's Cross Railway Bill. (Grand Committee Room, Westminster Hall, 10.30 a.m.)

Thursday

Commons: Motion on English Revenues Support Grants. **Lords:** Food Safety Bill, committee.

Motion on Driving Licences (Community Driving Licence) Regulations. Committee on private bill: King's Cross Railway Bill. (Grand Committee Room, Westminster Hall, 10.30 a.m.)

Friday

Commons: Private members' motions.

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Commons

LEGAL COLUMN

Law Society proposes amendments to bill

By Robert Rice, Legal Correspondent

THE LAW SOCIETY has produced a list of 49 amendments which it hopes to persuade peers to adopt, in advance of the Committee Stage of the Courts and Legal Services Bill which begins in the House of Lords tomorrow.

The list is not exhaustive. In an accompanying paper, the society warns peers that there are more to come. It seems that in spite of its earlier protestations about welcoming the bill, in reality there is very little about it which the society would be prepared to see enacted unchanged.

One of its big concerns is with Part I of the bill which relates to the streamlining of civil court business through the transfer of all but the most complex or important cases from the High Court to the county court. Concern centres on the remedies which will be available to litigants in the county court under the new regime.

As drafted, the bill enables the Lord Chancellor, by secondary regulation, to prescribe which High Court remedies should not be available in the county court. The society's amendment would remove this secondary regulation-making power and set out the remedies available in the county court in the legislation. The county court would thus be able to make all orders except those related to judicial review.

The society's reason for putting forward this amendment is that it believes that the Lord Chancellor is considering removing the county court's power to issue Mareva injunctions (orders preventing defendants from removing their assets outside the jurisdiction of the court) and

Anton Piller orders (giving the power of entry, search and seizure over documents and records which may be relevant to a civil action, to prevent defendants destroying them or spiking them away).

Its justification for this amendment is that Marevas and Anton Piller orders are sometimes used in matrimonial disputes which normally come before the county court.

It is doubtful, however, that the society's amendment will receive the support of the majority of commercial lawyers. Indeed it is more probable that the majority of them will actively support the Lord Chancellor's intention to remove the power of the county courts to make such orders.

There is growing concern among commercial practitioners, both solicitors and barristers, that the use of these emergency orders is already inadequately controlled by the courts and wide open to abuse.

They are concerned in particular about serious defects in the Anton Piller procedure (so called after the case in which the order was first made). Some of those concerns were outlined to the Bar Conference last October by Mr Hugh Laddie QC, a leading commercial silk.

Mr Laddie argued that the way in which the orders were obtained (usually *ex parte* and in secret), executed and finally disposed of was so heavily weighted in favour of the plaintiff that it was inevitable that they would be abused.

There is no doubting their effectiveness - witness the frequency with which they are sought and granted - but if successful they can administer

a true knockout blow to the defendant. When used in conjunction with Marevas they can effectively close a defendant's business.

Although the procedure puts an obligation on the judge to analyse the evidence and consider any possible defences to an application for such an order, as Mr Laddie pointed out, the experience of the past 15 years has shown that some serious lacunae in plaintiffs' cases have slipped by the courts.

Once in place the order represents a judicial pronouncement of *prima facie* dishonesty against the defendant company which remains until the defendant has the order set aside.

In general however, courts tend to postpone consideration of applications to discharge until the commencement of the trial. As a result, many defendant companies decide to shoulder the costs of an Anton Piller and live with the stigma that they were subject to an order which they did not try to have set aside.

Given these reservations and the widening ambit of Marevas, few commercial practitioners would be happy to see these emergency orders dealt with on a regular basis in the county courts.

The most obvious way of ensuring that procedures relating to emergency orders are tightened up is to ensure that power to grant them is vested only in the High Court - a view which the Lord Chancellor appears to share at the moment.

In Part II of the bill the society has concerns in most areas but in particular about the procedures for extending rights of audience, regulating con-

veyancing by authorised practitioners and the lifting of the statutory ban on solicitors being allowed to form multi-disciplinary partnerships (MDPs) with other professionals such as accountants and surveyors.

The society supports removal of the ban so far as partnerships with foreign lawyers are concerned, provided there are "proper powers" to ensure that the consumer protection regulation which applies to solicitors can be applied to multi-national partnerships.

However, if there was ever any doubt about the society's views on MDPs there can be none now. Responsibility for its strong opposition to them is placed at the door of the Government for failing to explain how MDPs could be reconciled with the primary of a lawyer's obligations to the court; how it could be ensured that clients received wholly independent advice from the solicitor members of the partnership; or how they could be implemented without tampering the network of independent solicitors' firms around the country on which public access to legal services depends.

The last of these is a plea to be exempt from the normal forces of competition for the greater good of legal services to the public. It is not an argument likely to cut much ice with the Government and others to whom it may look suspiciously like the society is trying to have its cake and eat it. It is fine, it seems, for the ban to be lifted where it is a hindrance to solicitors competing for work with other lawyers on an international basis but not where its

removal would expose solicitors to unwanted competition from others.

If, as seems inevitable, the ban is lifted, it will still remain open to the society to make its own professional rules preventing solicitors entering into MDPs with others. The only problem with this is that the Government has made clear in its white paper on restrictive trade practices that competition law will be applied to professional rules and that only rules approved by ministers will not be liable to subsequent challenge by the competition authorities.

The society is only too aware that the man tipped as the head of the new competition authority, when it eventually comes into existence, is Sir Gordon Borrie, the Director General of Fair Trading and the main proponent of MDPs for solicitors (but, curiously, not for barristers). Professional rules drawn up by the society preventing solicitors from joining MDPs are therefore unlikely to escape challenge.

The society hopes, therefore, to persuade the Government to amend the bill so that all professional rules require the approval of the Lord Chancellor, thus escaping the scrutiny of the competition authorities, in the way that its rules of conduct and training for higher court advocacy require approval from the Lord Chancellor and the four senior judges.

Clearly it has greater faith in its power to persuade the Lord Chancellor and the judges of its case for keeping the ban on MDPs than the new competition authority. It may be right.

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ARTS

Christoph Homberger

WIGMORE HALL

The Swiss tenor Homberger made his London debut in Wigmore Hall in 1988, introducing himself in the most emphatic way with Schubert's *Die Winterreise*. He has gone on to hone his *Lieder* skills around Europe and accompanied by Ulrich Koella he returned to the Wigmore last week for appearances in all three of Schubert's song cycles.

Homberger's tone is light and flexible, his manner relaxed. It is no hardship to listen to him and almost reassuring, for one senses that extremes of anguish are going to be avoided. He began his task on Thursday at *Die schöne Müllerin* and until the final trio of songs made it a thoroughly outward-going experience, hardly clouded with intimations of disaster — a young man's progress of optimism unspiced by experience. Even "Die Hebe Farbe" was treated as a lyric celebration rather than a piece of haunted remembrance close to the edge.

Which is not to suggest that Homberger was impervious to the meaning of the text, merely that his interpretation of it was fundamentally good-spirited. His diction was consistently immaculate, the fastest tempi, his phrasing masterly, well schooled, when he slowed things down for special effect — the second half of "Der Neugierige" for instance — he did so by maintaining an unbroken line, without agogic extremes. The sense of continuity was always there; with the writing on the wall in "Trübsal Blumen" Homberger was still able to cast it in the smoothest curves, containing the emotion within elegant bounds.

Yet if polish was the hallmark of the singing, a pristine view of *Schöne Müllerin* ready to have its surface distressed and fused, the playing of Koella seemed

strangely unpolished. What was not awkward and edgy was wobbly, and there is a good case for counterpointing someone of Homberger's strait-laced virtues with a more probing accompanist, so that not everything in the songs is delivered at face value.

Andrew Clements

The third and last of Homberger's Schubert programmes, on Saturday, was devoted to *Schwanengesang*. By this time the near-capacity Wigmore audience will have had ample opportunity to weigh up the young singer's strengths and weaknesses. That he has genuine promise to become a most satisfying recitalist is not in doubt, though at the moment it seems to me that the musicianship is running ahead of the voice. In particular, the singer is apt to let his voice taper off into a head tone that cannot be relied upon to produce the same focus and quality that the instrument has lower down. One wishes that he would rely on it less and simply stand and deliver in a more forthright way. Then there would be no risk of sounding precious and he might also learn how to produce the ringing climax required for a song like "Der Atlas", which he had otherwise made splendidly incisive. The sure grip on words as well as music in that song was typical of Homberger at his best. This was a *Schwanengesang* in which the balance of each song was skilfully handled, its poetry interpreted with sensitivity. Whereas most young singers look upon recitals as a sideline to their main career, Homberger has clearly chosen to put *Lieder* first and that must bode well for future recital audiences.

Richard Fairman

Emma Kirkby

QUEEN ELIZABETH HALL

The first thing to note is that this recital should have taken place at all in the first place. It is a triumph of contact agency and talent in promoting an "International Lieder Recital Series" featuring the major song recitalists of the day and in their midst was the soprano of early music fame Emma Kirkby, who would never have been found in such company a few years ago.

No doubt she will forgive them the term "Lieder" still residing in the title. The singer's programme did not in fact venture beyond the 17th century and was divided equally between the music of Italy and England, the repertoire in which she has risen to pre-eminence.

In this field the purity of her voice remains unmarred and it seems only just that she should have won solo recital status, equivalent indeed to that of a Lieder singer.

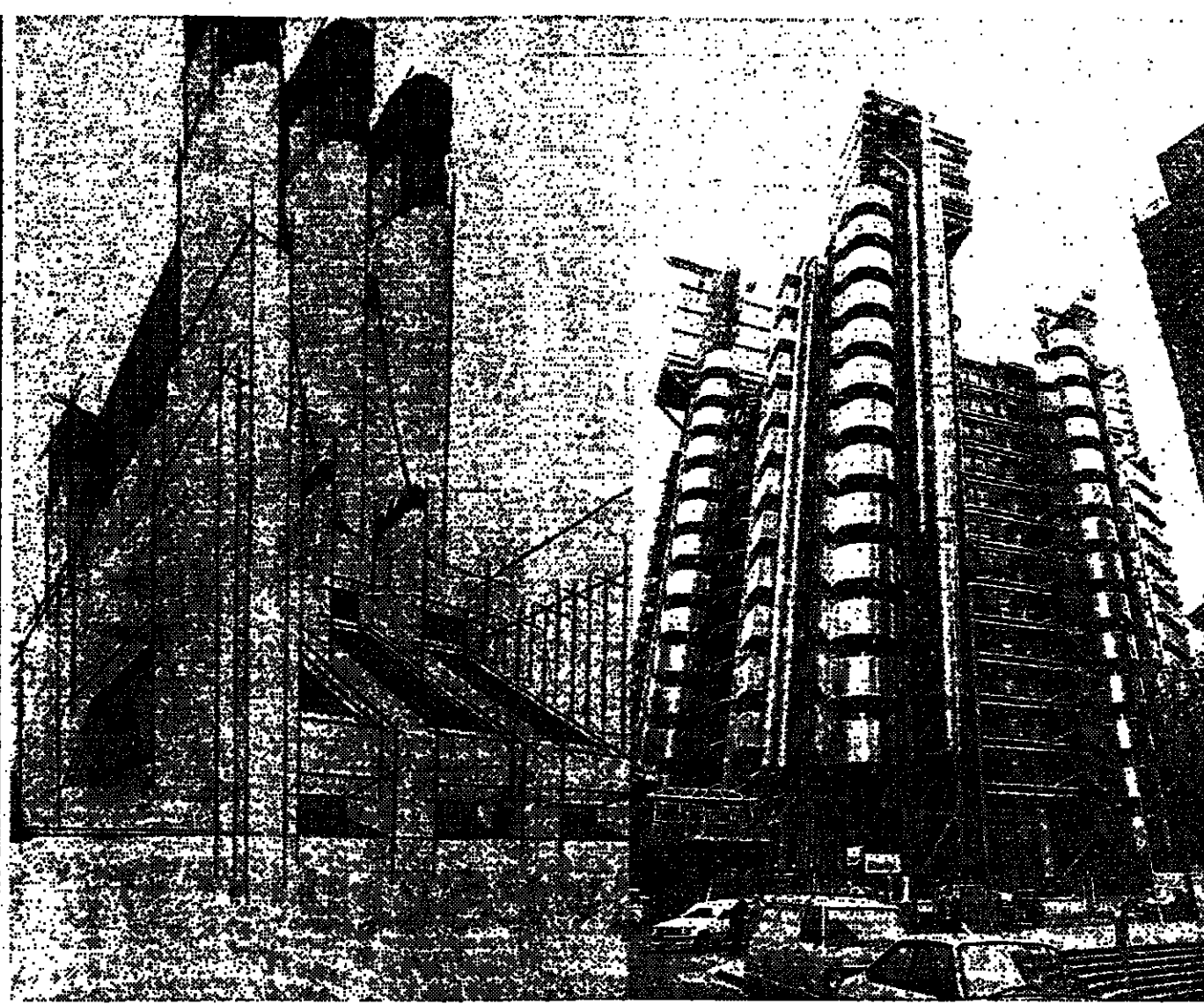
The solo vocal music of the 17th century, however, is of a different nature. The Italian works in this recital last Thursday, including a remarkably impassioned and virtuosic "Lamento di Maria Stuarda" by Carissimi, all had some dramatic element. In each there was a lot of beautiful singing to be heard, though it has to be said that other, no less "authentic" singers have

brought to pieces like these a greater sense of drama. What I missed in this half was an immediacy of contact with the Italian language — not only its poetry, but also the sounds and rhythms that determined how the composer set the texts. For that we shall presumably have to wait until an Italian singer of Miss Kirkby's standard is heard within the "authentic" style, which could be a long way off.

The English half — Lawes, Blow and Weeldon — was no less delightful a selection of music and here the vocal agility and beauty that had already been brought into play before the interval were heard here to still finer effect. This singer has any amount of sensitive musicianship to offer and when that is joined by an effervescent sense of enjoyment, as in Blow's skittish setting of Sappho's poem to the Goddess of Love, there are few to rival her.

All the items, including those derived from scores for the stage, which must presumably have been performed with instrumental ensembles, were accompanied by the lute of Anthony Rowley. He also interspersed solo items, but as with the genuine Lieder evenings, it was the voice that was the focus of attention.

Richard Fairman



A futuristic study by Sant'Elia, 1913; and Richard Rodgers' Lloyds building being completed in 1985

ARCHITECTURE

Sant'Elia: a man with vision

Colin Amery on the exhibition at the Accademia Italiana

"It is time to liberate our country from the foetid grip of gangrenous professors, archaeologists, academics and antiquaries. These are not the words of an architect angered by the latest pronouncement from the Prince of Wales, but were written in 1909 by the Italian writer Marinetti when he published the Futurist Manifesto in the Paris newspaper *Figaro*. It was a timely reaction to what Italian artists and writers considered to be the decadence of the *fin de siècle*.

As we approach the end of our own century, it shows good timing on the part of the Accademia Italiana in London to show an exhibition of the drawings of the futurist architect, Antonio Sant'Elia (1888-1916). As we wallow through a period of confused historicism and rampant high technology, the work of those who inspired modernism at the beginning of the 20th century acquires new relevance.

It is a wonderfully stimulating show, organised by the Accademia di Brera in Milan and shown in London at the new and promising Accademia Italiana in Rutland Gate which brings the best of Italian fine and applied art to London.

Antonio Sant'Elia's architectural vision was extraordinary. It can be seen and understood in his drawings without the need for any wordy supporting theory. He was born at Como in 1888, where he went to the architectural school. He went on to further studies at the Brera school in Milan and the fine art school in Bologna, where he graduated in 1912. He worked principally in Milan on public projects, but his working life was cut short by the First World War; he served in the front line and was killed near Montefalco in 1916. His alliance with the Milan Futurists was brief, and not such a clear and simple relationship as we are sometimes led to believe.

There are two major written pronouncements that were published under the name of Sant'Elia. One accompanied the first major exhibition of his drawings, the *Nuove Tendenze* show in 1914. This was a powerful, lively rejection of the past and a hymn of praise to the new technology. It naturally attracted the support of the Futurist camp, and

Marinetti was to edit it as *The Manifesto of Futurist Architecture*. How much of this great polemic was written by Sant'Elia and how much by Marinetti will never be known.

In the light of this controversy, the 300 drawings that Sant'Elia left behind become extremely important pieces of evidence in the history of modern architecture. Some 64 of them are on view in the London exhibition. Although they are well shown alongside other members of the Milan Futurist group like Boccioni and Sironi, his role in the Futurist movement becomes less prominent than his own strong and often glorious vision. The contemporary architect Mario Chiattone is represented by a few drawings which make good comparative material.

Sant'Elia was conventionally trained and examples of his early drawings show the influence of the Viennese Secession and Art Nouveau style, which in Italy was called the *Stile Liberty*. It would have been helpful to have had a photograph of his only completed building — an Art Nouveau villa for an industrialist near Como. In this first room, the spirits of Otto Wagner, J. M. Olbrich, Klimt, Frank Lloyd Wright and Mackintosh are all tantalisingly present in the drawings. Many of them are studies for ambiguous, monumental buildings. Some of them are churches, some just "edifices" of uncertain purpose. Many are monuments with giant heads that resemble nothing as much as the tomb of Karl Marx in London.

By 1913 he has moved on from his interest in ornament to produce giant and profound structures that celebrate power and movement. It is right to hang here the Aroldo Bonzagni painting of a thundering steam railway engine, *A Train in the Night of the World*. This is one of those "deep chested locomotives paving the ground with their wheels" that appear in the Futurist Manifesto. The dark world is the old classical world of Italy being swept aside by the power of locomotion.

Sant'Elia was interested both in the power of movement and in finding an architectural way of expressing a city of movement and energy. His later drawings

anticipate so much of the 20th century city that they have to be seen as visionary. His railway station for Milan is so superior to the neo-classical, almost Fascist design that was built. He had an intuitive understanding of the fact that in the 20th century and beyond it is movement that is the element that articulates space. Cities encapsulate the upward movement of lifts and towers, the horizontal movement of highways and streets, and the movement of aeroplanes taking off, circling and landing from all directions.

The powerful designs of Sant'Elia show an artist at work on the problem of the architecture of this new city. He wanted to find an acceptable, even monumental form that both enhanced the character of cities and enabled them to work. Cities in his hand become fully three dimensional — and designed to work.

Sant'Elia built virtually nothing. This is not to say that none of his ideas have ever been built. Curiously, his vision has been realised most of all in Britain. The finest of Britain's "high-tech" architects — Richard Rogers, Norman Foster and Michael Hopkins — have all built some of the Sant'Elia vision. The Lloyd's Building in the City is a clear manifestation of the joy of movement being the source of the design of the whole edifice. Stansfeld Airport by Norman Foster and his Hong Kong Shanghai Bank could not have been built without the subliminal influence of some of these drawings.

It is a rare chance to see this crucial source material of the history of modernism. I felt, as I looked at this wonderful exhibition, how desperately London needs a Museum of Modern Art and Design. We need to understand the roots of the 20th century to give us a basis for the 21st. Bravo to the Accademia Italiana for bringing us this salutary show.

Futurism and the Architecture of Sant'Elia is at the Accademia Italiana, 24, Rutland Gate, London SW7, until February 24. It is open Tuesday to Saturday, 10 to 5.30, with a late night until 8 on Wednesdays. The exhibition is sponsored by Premafin Finanziaria.

Boito's Mefistofele

TEATRO COMUNALE, FLORENCE

The final production of the brief winter season at the Teatro Comunale in Florence was a new staging of Boito's *Mefistofele*, absent from the house since 1951, when the work was conducted by Tullio Serafin. Several generations younger than Serafin, the Florentine conductor Bruno Bartoletti — artistic director of the Comunale — obviously has an affinity with late 19th century operas, and he led a sympathetic, totally committed reading of this problematic piece.

Boito's is a curious, but not unusual case. As a young man, he was a rebel, an iconoclast, out to shock in 1868, when his *Mefistofele* was given its premiere at La Scala, under the baton of the anti-Versailles leader, the anti-Versailles leader, his elders considered him thoroughly contaminated by foreign (ie. German) influences, and he was a polyglot cosmopolite in a city that remains, even today and in spite of world-wide business connections, charmingly provincial.

Boito's original *Mefistofele*, which lasted six full hours, created a sensation, but was a resounding fiasco. It had only two more performances, then was taken off. Boito, in addition to being a composer, was also a fertile writer, supported himself by providing librettos for other musicians.

But he also worked on *Mefistofele*, cutting it drastically, smoothing rough edges, introducing more attractive arias and, in general, turning it into a much more conventional piece. This second redaction, given in Bologna in 1875 with success, repeated in Venice, and then in 1881 at La Scala again, was this time warmly received. Not only *Mefistofele* but also Boito himself had been revised in the course of the decade: the shocking rebel had become a tame salon pet, credited by duchesses, a contributor to the right publications, a member of committees, a proper supporter of the establishment. His tastes, and his politics, became conservative.

He abjured Wagner; and — through the clever machinations of the publisher Ricordi — he was, at first warily, received by Verdi, whose librettist and friend he became. Actually, though Boito's poetry is sometimes overwrought, he was a better writer than composer. And, for that matter, he composed little: *Mefistofele*, a few odds and ends, and *Nerone*, which he began while in his twenties and he left unfinished at his death. Under Toscanini's direction, several other composers tuned Boito's jottings and sketches into something performable. Boito died in 1918; his posthumous second opera was performed at La Scala in 1924. It has rarely been revived.

When he had finished reworking *Mefistofele*, Boito destroyed its first version; so we have only a vague idea — based on the printed libretto — of what that was like. Probably it was more interesting than

the surviving second version. The *Mefistofele* we hear today begins magnificently with a prologue in Heaven, in which the basso defies God and wagers he will win the soul of Faust: a grand conception, which allows for splendid stage effects.

But after this prologue, the opera sags noticeably. The witches sabbath can have a certain noisy effectiveness; but the Classical Sabbath (starting Helen of Troy) is cold and academic. Though *Mefistofele* has the best lines, and the best music, he does not have enough of them, and the puppet-like Faust takes over for too much of the time. The double love duet in Act II is a series of tuneless jingles (Boito's melodic gift was scant, to put it mildly); and only Margherita's prison scene — with the big show aria "L'altra notte" — makes the ears perk up briefly.

As a rule *Mefistofele* is revised when some great bass is available to sing it. In Florence there was Samuel Ramey, who certainly gave a masterful performance. Though Ramey's voice is not in the Chaliapin-Christoff line (both celebrated interpreters of the part), it has a dark, evil side and the singing can display a sinister snarl. He is also a likeable actor, suggesting the ease of locomotion; and he has a seductive manner, too. Surely, he seduced the Florentine audience, which gave him a well-earned, extended ovation after the prologue.

Unfortunately the tenor, Alberto Cupido, for the first half of the opera bleated and whined and had difficulties with pitch. It was only in the final scene that he got his voice under some kind of control and could belt out the high notes in the ensemble. But the love duet and his arias (not partly in the style of the best) went for little. Daniela Dessi was a sweet Margherita, though a more dramatic voice is usual in the part. Often, the same soprano sings also the part of Elena (Helen of Troy); but in this case it was sung by Graciela von Gylidenfeldt, stately and blonde but more imposing visually than vocally. The smaller parts were well assigned: Romano Emilii's Wagner was particularly well-enunciated.

The staging was by Carlo Maestri, a man of long and varied experience in opera; his view of the piece was traditional, but he made use of interesting special effects by TV key, a Florence firm and Raffaello Del Savio's sets were an interesting mixture of star wars space and good old 19th century style scenery (Faust's study could have been designed by Verdi's friend Gerolamo Magnani).

It must be added that this *Mefistofele* attracted capacity audiences, and the work of Boito lovers arrived from far afield as Modena and Parma. So the Florence production clearly filled a need.

William Weaver

Cinderella

ROYAL OPERA HOUSE, COVENT GARDEN

The eighties taught us to be shy of hailing new talent at the Royal Ballet. Too many young performers ascended to glory and fizzled away within a few seasons. Will the nineties be any different?

Watching Viviana Durante, who in the past two years has inherited a dozen ballerina roles, I am still cautious. She is elegant and serious; she has a wide technical range. In this era of Sylvie Guillem's super-high extensions, it is satisfying to see how Durante's high leg-work is always part of a through-the-body line. She can bring unusual distinction to transitional steps. On Saturday afternoon, she returned to the role of Cinderella. It was a pleasure to watch her poise in the flow of a *développé*.

At any performance she sometimes shows her flair and an unusual sense of address to the house. In some all-dance roles, such as in Ashton's *Rhapsody*, she's consistently switched-on, assured. Often, however, she's capable but, somehow, withdrawn. As Cinderella, she has been taught how to do certain things as they still say, Fonteyn did — looking up as she descends the ballroom staircase on point, looking at the Prince as she puts on the slipper. How to make these moments touching is a lesson she may learn with time, but she may acquire an even more exact sense of musical timing. At present, her Cinderella is a good, prosaic girl, rather beautiful, rather uninvolved.

Her Prince, Bruce Sansom, was making his debut. His dancing is a pencilled reminiscence of the old painting that Anthony Dowell's once was. Line, control, speed: yes, but without Dowell's length of phrase or richness of tone. Sansom is the Royal Ballet's Ganyমে — a courteous, pretty choirboy, forever teenage. Who could believe he is older than Durante? Or old enough to ask her to dance? Nobody's dancing all afternoon had the sweet radiance of the enraptured smile he brightly cast upon his lady love, his court and the audience. He's a novelty: a Prince to whom Cinderella will have to take the facts of life. It was a pity it was the young Tetsuya Kumakawa as the Jester. He has all the role's technical ingredients — the jumps, turns, speed, stamina — but hasn't yet fitted them all to the music. He, Durante, Sansom have such unmistakable promise, and *Cinderella* is a marvelous ballet, moving, witty and dense with choreographic surprise. Why do they keep it all so demure, so *Princess Tina*? As an Ugly Sister, David Bintley did his funny walk. He and Guy Niblett are as coarse as the first-class Sisters on whom Clement Crisp has already reported, but less funny, less acute in timing and with less daring sense. The ballet is still alive, still fascinating, but in a thousand tiny details, it is slipping out of focus.

Alastair Macaulay.

FT Arts Lecture

THE FINANCIAL TIMES Arts Lecture this year will be given by Sir Peter Hall, on opera. It will take place on Monday, February 5, 1990 from 7-9 pm at the Barbican Centre. The FT invites readers to attend and the first 100 to apply will be sent complimentary tickets. Requests, with a self-addressed envelope, should be sent to Public Relations 'A', The Financial Times, Number One Southwark Bridge, London SE1 9HL.

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ARTS GUIDE

MUSIC

London

London Sinfonietta conducted by Stephen Haggard, with soloists and the Pinchley Children's Music School, London Sinfonietta Voices and the Baschet Saxophone Quartet. Berio, Barberian Hall (Mon) (628 8891). Chamber Orchestra of Europe. Each Brandenburg Concerto Nos 2, 4, and 5. Britten's Prelude and Fugue (Mon). Queen Elizabeth Hall (Tue) (628 8891). Britten String Quartet. Haydn (Tue). Queen Elizabeth Hall, South Bank Centre (928 8800). BBC Philharmonic Orchestra conducted by Edward Downes, with Andreas Scheider (bassoon) and Bruno Cennamo (piano). Mahler, Berio, Barberian Hall (Tue) (628 8891). Britten String Quartet. Haydn (Tue). Queen Elizabeth Hall, South Bank Centre (928 8800). Gabrieli Quartet. Sibelius, Beethoven (Wed). Wigmore Hall (958 2141).

Paris

Soviet Union State Symphony Orchestra conducted by Evgeniy Svetlanov, E. Kissin (piano). Khrennikov, Tchaikovsky, Scriabin (Mon) Salle Pleyel (5638573). Cecile Ousset, piano recital (Tue). Auditorium des Halles (5023232). Orchestre National de France conducted by Lorin Maazel, Ingolf Turban (violin), Messiaen, Glazunov, Saint-Saens (Tue) Salle Pleyel (4633873). Orchestre de Paris conducted by Kurt Sanderling, Miriam Fried (violin), Brahms (Wed, Thur). Salle Pleyel (4630786).

Frankfurt

Gerhard Oppitz piano recital with Brahms (Tue). German Chamber Philharmonic Orchestra under Bruno Weil with Martha Argerich (piano). Mozart, Beethoven, Strauss (Thur). Alte Oper.

Cologne

Frankfurt Radio Orchestra master concert with Pinchas Zukerman conducting and playing violin. Beethoven (Thur). Philharmonie.

Berlin

Berlin Philharmonic Orchestra conducted by Riccardo Muti. Schubert and Haydn. (Thur) Philharmonie.

Amsterdam

Netherlands Philharmonic with Maria Tipo (piano), Theodor Guschlbauer conducting. Berlioz, Rachmaninov, Rouseel (Wed). Concertgebouw (718 345). David Geraghty (cello) and Tanja Schmitke (piano). Prokofiev, Schmitke, Tchaikovsky, Shostakovich (Tue). Concertgebouw (718 345). Radio Chamber Orchestra and choir under Bernhard Klee. Martin (Thur). Concertgebouw (718 345).

Utrecht

Netherlands Philharmonic with

Eindhoven

Ensemble Corver (piano), Harriet Heenchen conducting. Borstlap, Mozart, Brahms (Mon). Vredenburg (31 45 44).

Barcelona

Orchestra Nacional de France conducted by Lorin Maazel, with Ingolf Turban (violin). Beethoven, Glazunov, Rouseel (Mon). Palau de la Musica Catalana (301 89 43). Carlos Trepat (guitar), Spanish music recital. Sors, Brotons, Albéniz, Falla, Turina (Thur). Collegi D'Avocats (301 69 43). Jeremy Menuhin (piano). Schubert, Beethoven, Czerny, Debussy (Wed). Fundació Caja de Pensiones (317 57 57).

Madrid

Andrea Lucchesini (piano). Brahms, Schumann. (Tue). Auditorio Nacional de Musica (387 01 00). Bohuslav Martin Chamber Orchestra. Bach, Geminiani, Britten, Martin. (Thur) Auditorio Nacional de Musica (387 01 00).

Vienna

Wiener Kammerorchester conducted by Claudio Taroni. Tchaikovsky, Mozart, Bartok. Konzerthaus (Tue). Ensemble Modern. Conducted by Mauricio Kagel. Kagel, Konzerthaus. (Wed, Thur).

January 12-18

New York

St Luke's Symphony Orchestra conducted by Leonard Slatkin with Anthony di Bonaventura (piano). Haydn, Liszt, Tchaikovsky. Carnegie Hall (Wed) (247 7300).

New York Philharmonic. Zubin Mehta conducting with the West-Minster Choir directed by Joseph Flummerfelt. Brahms, Stravinsky (Thur). Avery Fisher Hall (874 6770).

Emergent String Quartet. Beethoven, Schubert (Thur). Metropolitan Museum of Art Rogers Auditorium (570 3949).

Washington

National Symphony Orchestra. Mstislav Rostropovich conducting Shostakovich, Albert (Thur). Kennedy Center Concert Hall (467 4000).

Chicago

Chicago Symphony Orchestra. Myung-Whun Chung conducting Bartok, Dvorak, Prokofiev (Tue). Sir Georg Solti conducting Corigliano, Beethoven (Thur). Orchestra Hall (436 6666).

Tokyo

Wiener Mozart Akademie Orchestra. Mozart, J. Strauss. Showa Women's University Hitomi Memorial Hall, near Sengenjaya (Wed) (383 7330).

Austrian Radio Symphony Orchestra conducted by Pinchas Steinberg. Haydn, Mahler. Kan'i Hoken Hall, Gotanda (Thur) (235 1591).

Japan Philharmonic Orchestra conducted by Akeo Watanabe, with Dang Thai Son (piano). Beethoven, Bruckner. Suntory Hall (Thur) (234 5811).

FINANCIAL TIMES

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Monday January 15 1990

World battle
in cars

THE RECENT gloomy warnings by leading US motor manufacturers presage not only a difficult short-term outlook, but a longer period of upheaval which is likely to affect profoundly the future structure of the industry worldwide. During the 1980s, producers in the US and Europe will need to make radical adjustments to survive against intensified Japanese competition. The new strategy will pose a formidable challenge. Unable to match the Japanese industry's flexible development and manufacturing methods, most western carmakers still depend for their profits on mass-producing limited ranges of standard models over a long period.

The greatest immediate pressures are in North America, where a market downturn has undermined how much US producers still have to do to restore competitiveness. Mr Harold Poling, vice chairman of Ford, has forecast bitter competition this year, aggravated by surplus production capacity which he blames mainly on Japanese-owned "transplant" factories.

The nub of the problem, however, is not surplus capacity but inefficient capacity in the American industry. The transplants are greenfield factories which use modern production systems and are mostly free from Detroit's long history of fractious labour relations. Though many still lose money, their Japanese owners can afford to finance them, partly out of profits earned on their strong domestic market.

Biggest casualty

The biggest casualty is General Motors, whose once dominant market share has slid to 35 per cent; its North American automotive business made losses in the second half of last year. Though the company has shed staff and spent \$40bn to modernise its plants in the last decade, many of them remain inefficient, while GM's model range has been considered, at least until recently, indifferent. With no end to the company's troubles in sight, worried US institutional investors have recently voiced growing dissatisfaction with its management.

Ford and to some extent Chrysler have performed somewhat better by eschewing GM's costly gamble on unproven production technology and concentrating instead on many small steps to reorganise working practices. Yet improved

quality and cost alone may not be enough to meet Japanese competition, let alone restore a competitive edge.

Led by Toyota, Japanese carmakers are shifting their offensive by accelerating the introduction of new models. The new strategy will pose a formidable challenge. Unable to match the Japanese industry's flexible development and manufacturing methods, most western carmakers still depend for their profits on mass-producing limited ranges of standard models over a long period.

Buoyant market

At present, European carmakers are still enjoying the benefits of a buoyant and partly protected local market. However, countless studies have found that they lag the Japanese industry on most measures of competitiveness. Furthermore, their weak position in markets outside Europe makes them exceptionally vulnerable to a fierce Japanese attack on their home ground.

The European industry hopes to defend itself by getting the EC to negotiate a voluntary restraint arrangement (VRA) with Japan. After national import restrictions lapse in 1992, at best, that is wishful thinking. The main results of the VRA in force in the US since the early 1980s have been to slow local industry's adjustment, push the Japanese into building "transplants" in North America and enable them to fatten margins on their export sales.

The future of car industries on both sides of the Atlantic can be secured only by sustained efforts to improve management performance, reorganise production and develop products which offer customers better value for money. In Europe, in particular, this may require restructuring of the volume car business to produce fewer, bigger companies better able to afford large investment programmes.

Mr Roger Fauroux, France's industry minister, acknowledged recently that French cars may out-sell French ones because they are superior products. European motor manufacturers must see that they are running out of excuses to defer tough decisions essential to their survival.

Mr Paul Whitman, ICL manager for eastern Europe, says: "We have to provide a total service. In future we will not accept imports which just cream off the profit. They will want us to make a tangible contribution to the long-term health of their economies."

Mr Tony Downs, who is responsible for setting up Perkins' Bulgarian technical research centre in collaboration with the Varno engineering company, concurs: "We cannot skimp on the edges - we have to get in there."

Training challenge

If anything the training challenge is more daunting. Shortly before resigning as Employment Secretary, Sir Norman Fowler announced ambitious targets for vocational qualifications. By 1995, he declared, all 18 year olds should achieve the vocational equivalent of five good passes at GCSE. And at least 50 per cent should achieve the equivalent of A level passes. These are admirable objectives. The only problem is that Sir Norman did not explain how they are to be achieved. This task falls to Mr Michael Howard, his successor. One thing is certain, a large increase in vocational qualifications will not be brought about simply by giving youngsters a training credit with which to buy courses of their choice. Labour market tightness will ensure that many opt for employment with little or no structured training.

Mr Howard must strive to increase the number of young people undertaking vocational training. But he must also carefully scrutinise the quality of courses. As the National Institute has noted, it is disturbing that written tests and external examinations are not typically required. Trainees merely have to demonstrate practical competence to their immediate supervisors in their place of work. Such rules would not be acceptable in continental Europe, where vocational courses are not only broader but accompanied by academic study.

Attitudes will have to change rapidly if Britain is to avoid remaining an educational laggard in the 1990s.

Charles Leadbeater, Nick Garnett and Peter Marsh set their sights on the East

In the next few weeks Windsor in Berkshire will welcome a group of out-of-town businessmen. Led by a Russian admiral from the Soviet Ministry of Merchant Marine, they will visit the nearby training centre run by ICL, the computer company, for a crash course in business management.

The admiral and his colleagues are the top management team in ICL's recently established joint venture to assemble personal computers in the Soviet Union. The plant, in a refurbished former registry office on the outskirts of Leningrad, should start assembling computers in April.

It is just one of many joint ventures which have sprung up east of the Berlin Wall as western businessmen and East Germans have travelled in opposite directions, but with almost equal eagerness for the spoils which await.

If the Soviet Union is included, eastern Europe is a market of about 400m people, compared with the 324m of the European Community. There is substantial room for growth. The EC's gross domestic product in 1988 was \$5,509bn (£3,318bn), compared with \$1,420bn in the USSR and \$473bn in the remainder of eastern Europe.

As Mr Godfrey Linnert, head of eastern European operations at Allier Lyons, the western business manufacturer, puts it: "People are crying out for good quality consumer goods. It should be easy to sell them."

Moreover, eastern corporate gems could be revealed after some dusting off with western management and technology.

Perkins, the engine manufacturer, is teaming up with a subsidiary of the Bulgarian company, Balkancar, one of the world's largest forklift truck manufacturers. The Weir group, the Glasgow-based engineering company, has recently agreed a deal to license technology from Litostroj, the Yugoslav company which is a world leader in water turbines for hydro-electric power stations.

Before the Second World War, German chemical plants east and west were owned by IG Farben, and retain some of the same characteristics.

Asea Brown Boveri (ABB), the Swedish-Swiss power engineering group, is well on the way to taking majority control of Zvezda, the Polish turbine and generator maker, with the aim of welding it into its worldwide manufacturing network.

"If we did not do this we would feel that we were not supporting our target of becoming the world's lowest cost producer," says Mr Eberhard von Koerber, ABB's main board member responsible for eastern Europe.

Western capital is welcome, especially in areas like consumer goods and television manufacture, telecommunications and computers, although some deals may still fall foul of CoCom restrictions on high technology exports. Not far behind are ventures in cars, automotive components, construction of hotels and factories and chemicals.

In the short term there may be more opportunities for consumer goods imports, such as the 500 Nissan cars going to the Siberian miners, as governments attempt to satisfy long suppressed consumer demand. But in the long run, companies will need to go beyond importing and consider manufacturing joint ventures.

Mr Paul Whitman, ICL manager for eastern Europe, says: "We have to provide a total service. In future we will not accept imports which just cream off the profit. They will want us to make a tangible contribution to the long-term health of their economies."

Mr Tony Downs, who is responsible for setting up Perkins' Bulgarian technical research centre in collaboration with the Varno engineering company, concurs: "We cannot skimp on the edges - we have to get in there."

Riding off
in style

Jeff Reynolds, the mysterious young Texan who won world-wide attention with his bid to acquire the Bond Corporation of Australia, appears ready to ride off into the sunset.

If he does, he will be following a long family tradition. Reynolds claims that he is descended from the Reynolds family of Throckmorton, Texas, legendary cattle ranchers who regularly owned 300,000 acres of grazing land in the late 1800s.

The Reynolds family history reads like the script for a John Wayne movie. The Reynolds brothers, George and William, arrived in Texas in the mid 1800s. George got a start as a Pony Express rider, while William rode herd as a cowboy. In 1866, George Reynolds and two others took a small herd of cattle to New Mexico on the first cattle drive through hostile Indian territory to Santa Fe. The drive, which took three months, was the first of dozens by George and W D Reynolds, often accompanied by their younger brothers.

At first, they drove cattle from Texas north to Wyoming and west to Utah, then extended the drives to California, Nevada, Montana and even Canada. In 1866 the two formed their own ranching company, the Reynolds Land and Cattle Company, and made a fortune raising cattle.

George Reynolds was injured in a battle with Indians at the Double Mountain fork of the Brazos River in 1867. The story goes that he pulled the arrow shaft out of his body, but that the arrow head remained until it was removed 16 years later.

There is also a rather murky story about a Reynolds family member who went bad. Although details are sparse, he was apparently a Texas sheriff who was driven out of town and killed.

HUNGARY

US West (US) with Hungarian post office for cellular radio telephone system for Budapest from 1991.

Bouygues (France) letter of intent to build hotels and shopping centres for Hungarian state railways.

Sharp's Austrian agent (Japan) plans joint venture.

Miroslav (Japan) agreement with private Hungarian enterprise to market and service products including telefax.

Samsung (S.Korea) to assemble colour televisions, market video recorders and microwaves.

AEG (W.Germany) to license production of semi-conductors.

Suzuki (Japan) with license to make 50,000 cars per year.

General Motors (US) negotiating manufacturing venture.

EAST GERMANY

Sanyo (Japan) to supply 100,000 video recorders.

Volkswagen (W.Germany) venture.

USSR

Thomson (France) to make 600,000 televisions per year with Orbita, after similar deal in Hungary.

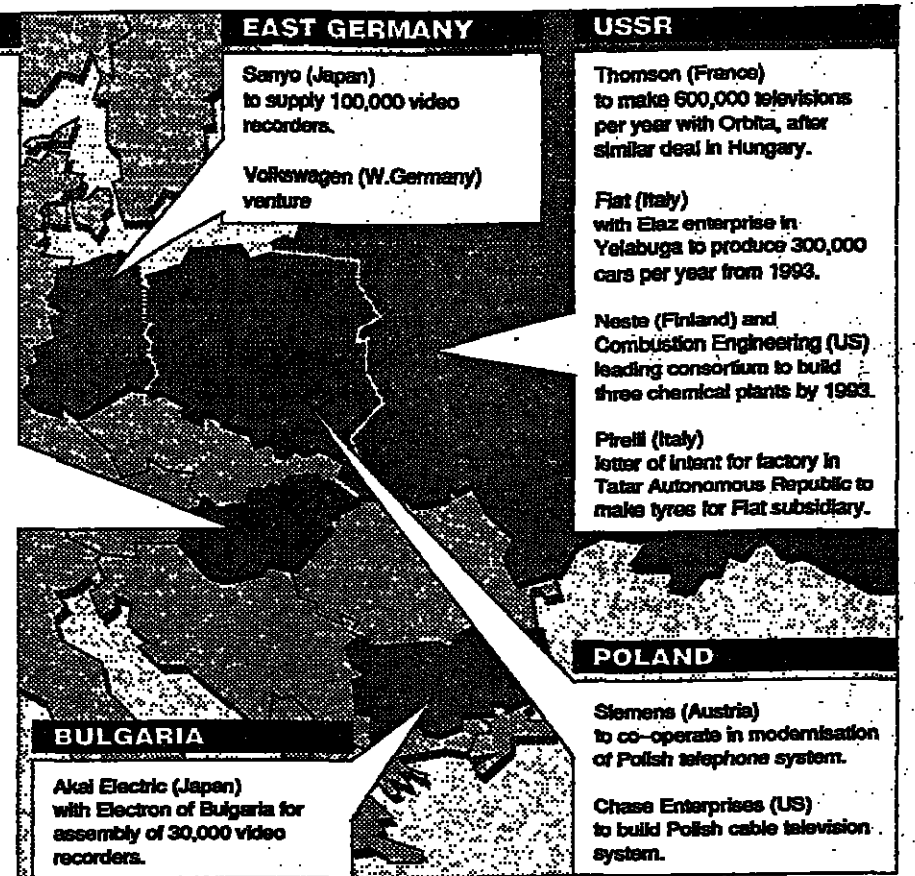
Fiat (Italy) with Elaz enterprise in Yelabuga to produce 300,000 cars per year from 1993.

Neste (Finland) and Combustion Engineering (US) leading consortium to build three chemical plants by 1993.

Pirelli (Italy) letter of intent for factory in Tatar Autonomous Republic to make tyres for Fiat subsidiary.

Siemens (Austria) to co-operate in modernisation of Polish telephone system.

Chase Enterprises (US) to build Polish cable television system.

Investing in the
revolution

After licensing manufacture of its products for 20 years in Yugoslavia, Poland and Bulgaria, Perkins is considering manufacturing joint ventures.

Corporate eagerness to get into the east is no doubt justified. But just as eastern partners are learning new tricks, so western businessmen will have to discard their preconceptions.

The revolutions in eastern Europe may have been united by a yearning for democracy. But they are likely to produce quite diverse outcomes.

Yugoslavia and Poland have been open to the west for much longer than Bulgaria and Czechoslovakia. Revisionist communist rule in Hungary was very different from the Ceausescu's Romania. Neo-liberal Polish Thatcherites find few counterparts in Czechoslovakia and East Germany.

Mr Paul McMahon, a Hungarian specialist at Price Waterhouse, the accountants, says of the country: "A return to the previous system is unimaginable. But it will not necessarily become like our own system, elements of socialism will remain."

The economic bases also differ. Ironically, one advantage of Czechoslovakia and Romania's closure to the West is a relatively low debt burden. In service payments consume about 16 per cent of foreign earnings in Czechoslovakia and 27 per cent in Romania, compared with 45 per cent in Hungary and 43 per cent in Poland.

Nor have all taken the same approach to joint ventures. East Germany's Government said last Friday it might allow majority foreign stakes in joint ventures as exceptions to what it had planned would be a 49 per cent ceiling. But until the rules are clearer, investors may be inhibited.

The Czechoslovak joint-venture law is much more restrictive than the Polish or Hungarian statutes. Under section 11, joint-venture profits are taxed at 40 per cent and the operation has to contribute 50 per cent of its wage bill to a social security fund.

The upheavals have created their own problems. Mr Tom Hutchinson, the ICI board director responsible for eastern Europe, says: "These economies will have a very tough winter, which could lead to a political backlash. Stable political institutions will need to develop to attract long term investment."

'People are crying
out for good
quality consumer
goods. It should be
easy to sell them'

Mr John Hood, managing director of the Weir group, which has also traded extensively in China, says: "In the old days you used to be able to deal with a single ministry like power or oil. Now everything is fragmenting. Chains of command are confused and there is more political uncertainty about what people should do."

Imperial Chemical Industries has set up an office in Kiev, in the Ukraine, because purchasing decisions are becoming so decentralised its Moscow office cannot cope. Most eastern European countries are heavily dependent on export earnings from their Comecon partners. About 80 per cent of Czechoslovak trade is with other "socialist coun-

tries," while 70 per cent of East Germany's exports go to eastern Europe. As Comecon becomes dislocated, so trade may falter and these economies could stagnate.

Joint ventures will still operate within a largely planned economy which can lead to contradictory pressures. Although ICI has a small Moscow sales force, which drums up some orders through cold calling potential customers, its joint venture's profit of \$1m in the first year of operation was written into the plan.

Mr Whitman says: "Planning does not mean you necessarily have long lead times. Something may not be planned but the money may not be authorised. Once the money is there they want to move very quickly indeed."

All are agreed - companies have to make a long-term commitment. APV, the machinery maker, has taken five years to get its Bulgarian joint venture with Bio Invest, an organisation set up by the Bulgarian Government, running successfully.

Many British companies do not have the culture for this sort of long-term investment. A team from one large British company recently came back from two days of talks in Moscow with the chairman exasperated by the short-term difficulty of getting his profits out of the country.

In most joint ventures management is in the hands of the host ministry or company. Mr Tim Bloomfield, an eastern Europe specialist at Ernst and Young, the accountants, says: "It is important to get a local chairman with some clout and good contacts with the ministries."

This raises several troubling problems. Mr Whitman says one of the

most important factors is how companies can protect their investment given that they cannot sell the stake on a stock market if the venture fails, falls or is suddenly wound up. Several joint venture companies said this meant they would never make an investment which could not be paid for within two years.

An equally pressing problem is the repatriation of profits. How can a profit earned in Hungarian forints or Polish zlotys be turned into usable sterling or dollars? There are no Czechoslovak legal provisions to allow koruna profits to be repatriated.

In spite of worsening trade balances western businessmen say that more organisations are getting access to hard currency to pay for imports. But progress towards convertible currencies will be a key determinant of how integrated these economies will become with the rest of Europe.

Poland is attempting to unify official and black market exchange rates. Hungary has been less enthusiastic, but the official rate for the forint is already more closely aligned to the black market rate.

But there is little doubt that the greatest divergences are in East Germany and the Soviet Union. After the opening of the Berlin Wall the black market rate for the East German mark plummeted to five pfennigs. Yet the official rate is still one for one with the D-Mark.

This means most companies have to engage in imaginative accounting. ICI earns its profit on a Polish joint venture by taking 40 per cent of the export profits earned by a Polish company's furniture manufacturer to which it is linked.

Indeed, accounts may prove to be an obstacle in themselves. Hungary is developing codes and principles of accounting. But people are used to dealing in quantities rather than prices. While Mr Bloomfield at Ernst and Young says eastern accounts are merely unfamiliar, Mr McMahon at Price Waterhouse says accountancy is largely non-existent as an independent profession or business service.

Quality is another problem. Apparently a West German shoe manufacturing joint venture in the Soviet Union found the leather it was supplied with could not be used to make the quality of shoes it planned. So it had to be shipped back to West Germany to be reprocessed.

While there is no shortage of people willing to work in joint ventures, in some countries there are constraints on recruitment. Companies must simply have to accept the number and quality of workers they are allocated.

Some of these difficulties are likely to be addressed by eastern European governments. The USSR and Czechoslovakia are planning to re-draft their laws on joint ventures to make it easier for companies to repatriate profits and sell in domestic markets.

But the climate for western investment may change in one way. Mr McMahon expects the Hungarian government to be elected in the spring will reassess investment plans to establish clearer Hungarian priorities. In Poland there is already concern that the West German investment may become so dominant it could lead to the economic annexation of Silesia, Pomerania and East Prussia, areas held by Germany between the two world wars.

Finally even after a joint venture is set up with technology, managers, workers and suppliers it may not work. Consider the performance of those in the Soviet Union.

A plethora of agreements has been signed. More are being sought. But very few are up and running. By the middle of last year, only 40 of the 1,000 registered joint ventures were in operation. According to unofficial estimates circulating in Moscow, 14 of the first 40 are in liquidation.

OBSERVER

The Reynolds intermarried with the Mathews family, to become the biggest cattle barons in Texas in the late 1800s. To this day, the name Reynolds appears ready to ride off into the sunset.

Although the claim of Jeff Reynolds to be a descendant of the family has not yet been verified, he appears to share its adventurousness.

Classy stuff

Brian Inglis records in his recently published autobiography that when he was editor of The Spectator, he received an indirect approach from one of the great American crime writers, who sought to write for the magazine. It came through Erskine Childers, who was to become President of the Irish Republic.

"Dear Brian," Childers wrote, "I have had an astonishing letter from Raymond Chandler, who I presume is the author of the lowest type of detective fiction, in which he wishes to write for The Spectator a detailed account of my father's execution...Has he ever indulged in decent respectable literature, as The Spectator does not seem to me to be in his line at all?"

As Inglis notes, it would have been a considerable coup to have had Chandler as a contributor, but the article never appeared.

Another crime-writer who seems to have gone up in the literary world, and who was always regarded as somewhat risqué by some of us when still at school, is Mickey Spillane. His 12th novel about the private eye, Mike Hammer, is due to be published this week by William Heinemann, no less.

Now 71, Spillane lives in South Carolina with his third wife, Jane. Heinemann quotes him as saying: "I write books I'd like to read myself, starting with an unusual climax then



"Couldn't they have just shot the replicas from their hands?"

working the plot through towards it." The latest is called The Killing Man and ends a gap in the Hammer series that has lasted 19 years.

Soldiers' tale

As Europe scratches its head about the future of its defence, French and West German soldiers are well on their way to forming their first 5,000-strong joint brigade. But, nine months away from completion date, they are scratching their heads as well. The experiment, launched just over two years ago, has proved more difficult than expected.

Senior French officers admit that differences between practices and rules have caused "real problems." These include pay rates, discipline, soldiers' rights as citizens, equipment, dress codes and food - not to speak of language.

Communications systems between the French and German regiments at the brigade's Black Forest base have been found to be "not fully compatible." The two nationalities use

different arms, munitions and other supplies - "all the way down to the radio batteries."

At first, different French-style and German-style meals were provided, but these have now been amalgamated into one menu from which soldiers are allowed to choose.

The aim is that the brigade, which has common support services such as health, will become bilingual. To this end, French is spoken one day, and German the next. The fact that many of the French contingent have been drafted in from Alsace favours the use of German. So an aggressor might be best advised to choose a French-speaking day.

The brigade, still missing two regiments, is expected to be officially in place on schedule in October. "We cannot afford to miss this opportunity," say the French. But they admit it will require more training at brigade level before it is really operational.

Barker's bite

Something is stirring in the London theatre. If you do not believe it, go and see Scenes From An Execution at the Almeida Theatre in Islington and Seven Leaps at the Royal Court, both by Howard Barker. You may not like the language, vague and pretentious, though there is considerable erudition behind them and the texts contain rather more jokes than the early audiences appreciated. Above all, the plays work on stage, superbly produced and acted. Last week was the best in the London theatre for a very long time.

Elfish

From a report to a Kent woman's club: "She said she and her husband lived simple, uncluttered lives. They had no children and no pets. She had her weaving and he painted, and they had no-one to consider but their two elves."

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On one side of a busy street in the centre of Tokyo stands the headquarters of Teijin, one of Japan's largest textile and fibre groups. On the other side is a government building emblazoned by an electronic "Import Now!" slogan.

The slogan is a poignant reminder of the difficulties facing Teijin and its fellow textile groups and of the unsympathetic political environment in which they operate.

During the 1980s, while other areas of Japanese industry benefited from a surge in exports, the textile sector suffered from the uncomfortable combination of increasing imports and declining exports. With Japan so anxious to end the diplomatic squabbles over its trade surplus, the textile companies cannot count on government help.

Instead, they have been forced to resort to rationalisation to become more competitive in the international textile trade. In the last year or so they have emerged from their restructuring to stage a modest recovery. Now they face the challenge of translating that into a longer term revival.

In spite of its decline, textiles is still one of the biggest sources of employment in Japanese industry with a workforce of over 500,000.

The industry begins with the giant man-made fibre groups - led by Toray and Teijin - many of which also have interests in other areas of textiles, such as spinning and weaving. The fibre groups also have friendly links with spinners and weavers which work with them as sub-contractors.

Clothing is fragmented between hundreds of small family firms although some significant forces - such as Renown, Kashiyama and Wacoal - have emerged. Distribution is dominated by the *sogo shosha*, or the three traditional trading houses: Mitsui, Mitsubishi and Ito.

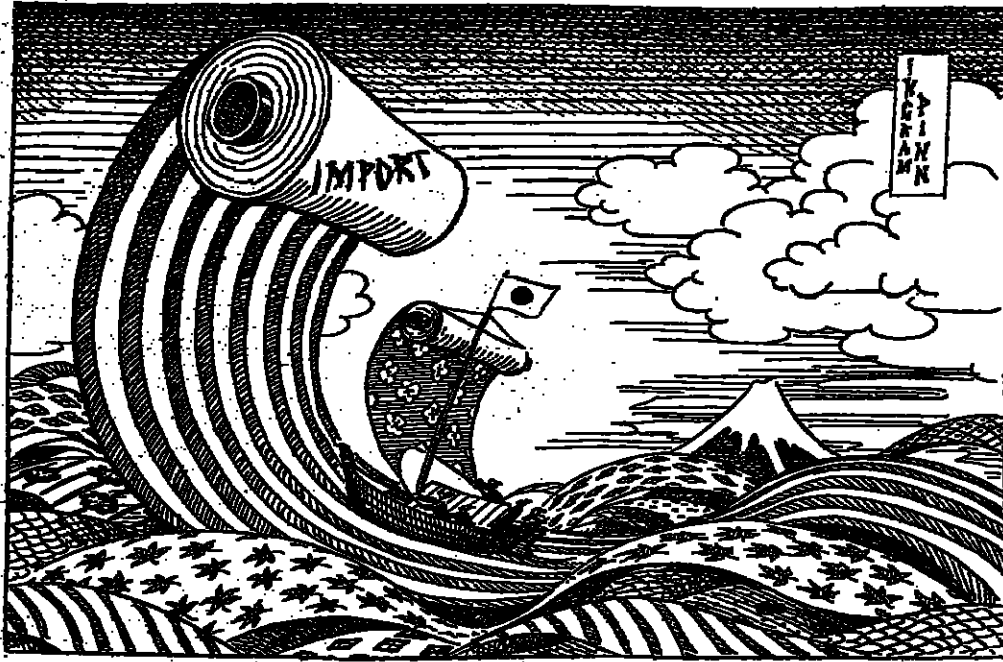
Throughout the 1970s the Japanese companies - like their western European counterparts - suffered the parallel problems of rising raw material prices, surplus capacity and increased competition from low-cost countries.

In the 1980s these obstacles were compounded by the apparently inexorable rise of the yen. Imports into Japan from South Korea and Taiwan rose rapidly. Exports declined sharply.

The industry suffered as a result. The index of textile production fell from 100 in 1980 to 93 in 1987, at a time when the index for all manufacturing rose from 100 to 125. The balance of trade in textiles swung

Alice Rawsthorn finds Japan's textile industry facing an uncertain future

Left hanging by a thread



into deficit. The level of import penetration rose from 16 to 37 per cent between 1980 and 1988.

Some of the largest groups sustained losses. Other groups remained profitable, albeit at a lower level. But many could no longer compete overseas. At home the fibre groups were threatened directly by increasing fibre imports and indirectly by the impact of higher textile and clothing imports on their customers.

Ostensibly the simplest solution would have been for the industry to follow the example of its western counterparts by appealing to the Government to impose restraints on imports.

But the Japanese Government was so concerned to reduce the trade surplus by boosting imports that restraints were not feasible.

"We were all aware that political intervention was out of the question," said a director of one of the largest fibre groups. A year ago the Government did respond to lobbying from the knitting industry by negotia-

ting a "voluntary restraint agreement" with South Korea to prevent the dumping of its knitwear. Otherwise the industry has been left on its own.

A series of schemes devised by MITI, the Ministry for International Trade and Industry, has been introduced. The first two schemes - introduced in 1978 and 1983 - were concerned with cutting capacity. The latest scheme, in 1988, encouraged the formation of "linked production units" whereby companies in different areas of the textile cycle - from fibres through to clothing - work together.

The chief objective was to enable the industry to cut capacity and to reduce its involvement with commodity products in favour of concentrating on the specialist products where it is best exposed to competition from South Korea and Taiwan.

In many ways the MITI initiatives simply mirrored the restructuring which was already transforming the industry. All the larger manufacturers have made signifi-

cant cuts in capacity, especially in commodity products. The cuts and closures were complicated by the Japanese tradition of a company offering jobs for life to its employees.

Whereas western textile groups were able to shed labour on a huge scale throughout the 1980s - the US industry lost more than 250,000 jobs during the decade, while the textile workforce in the European Community fell by a quarter - the Japanese companies have had to find alternative employment for "surplus" workers.

This has accelerated the trend towards diversification. Most of the leading textile and fibre groups have used their expertise in fibre technology to move into new markets, mainly chemicals and plastics.

Toray and Teijin now dominate the global market for magnetic tape. Kanebo has interests in cosmetics and electronics. Unifika is involved in housing and health care. Toyobo has invested in medical instruments and electronic materials.

The Japanese companies, with the exception of Asahi Chemical and Mitsubishi Rayon, are still less widely diversified than their western competitors. Hoechst of West Germany or Du Pont of the US. Yet a recent report by the Economist Intelligence Unit estimated that the top groups now derive 40 per cent of turnover outside textiles.

The industry is benefitting from the restructuring. Most of the market leaders reported record profits last year. The recovery is partly attributable to the benefits of cost-cutting and diversification, but also to an underlying improvement in trading conditions.

One favourable factor is the consumer spending boom in Japan. This has meant that, although imports have continued to increase, domestic demand has been such that the Japanese fibre and textile groups have benefited too.

But the chief factor is the declining competitiveness of South Korea and Taiwan, where labour costs have risen so rapidly that their fibre and textile exports are now far less competitive.

The Japanese companies are on course for another year of record profits. The process of restructuring is now complete. Toray and Teijin are both confident that they will be able to maintain capacity at its current level.

Some companies have even been confident enough to invest overseas. Wacoal is already in the US and is moving into Europe. Toray has bought Samuel Courtault, a weaving company from Courtauld, the UK group, as a European base.

In the past the emphasis of the Japanese companies' international investment was to establish low cost sources of production and to secure markets in the emerging Asian economies. Today the emphasis is different. The rationale for the investment is to ensure continuity for exports by reducing exposure to fluctuations in exchange rates and to improve the standard of service.

Yet the outlook is far from optimistic. The textile and fibre companies have retreated into small, specialised markets, which may be less vulnerable to low cost imports but where the prospects for growth are modest, at best.

Korean and Taiwanese competition is still intense and new sources of competition could emerge. The Japanese industry will have to struggle to remain competitive: at least as long as government buildings are emblazoned with "Import Now!" slogans.

LOMBARD

'Beggar my neighbour' at the Bundesbank

By Samuel Brittan

ONE OF the most welcome features of the last decade has been the role of the Bundesbank in holding down inflation, not only in the German Federal Republic, but in much of western Europe to which it is linked by the European Monetary System.

But if anyone thinks that this degree of support means that the Bundesbank is above criticism, he or she is likely to be disappointed. For the Bundesbank's *sotto voce* campaign for an EMS realignment is irresponsible, damaging to European integration and represents a time warp in that institution's thinking.

The Bundesbank had to accept a setback when the New Year changes were confined to a modest depreciation of the lire, which was itself combined with the narrowing of the Italian margins to normal EMS levels. The successful resistance of France and its allies to any across-the-board D-Mark revaluation has for the time being put a heavy dampener on market expectations.

As the Bundesbank president Karl Otto Pöhl remarked: "A realignment of the EMS is not on the agenda because the major players do not want it." But these very words are consistent with postponement rather than renunciation. When asked if West Germany wanted a revaluation, he replied that the German position was "more differentiated." This was a reference to differences between the Bundesbank and some parts of the German government who are anxious not to alienate the French.

The Bundesbank's eagerness to see a strong D-Mark was evident from the alacrity with which it sold dollars during a temporary modest upsurge of the US currency, thereby feeding market rumours that the informal Louvre range for the dollar had been shifted downwards from DM 1.90 to DM 1.70, to DM 1.70 to DM 1.50. (Allowing for the Bundesbank dislike of the word "range" and the soft-edged nature of the understandings, the market's suspicions are likely to be justified.)

The desire for a higher D-Mark is understandable in German domestic terms. For it is not only British industry

that is facing the spectre of double-digit pay settlements. IG Metall, which negotiates for more than 3½m engineering workers, has put in a claim for higher wages and shorter hours which adds up to a 12 per cent increase in hourly pay. Contrary to popular belief, the trend increase in German manufacturing productivity is no greater than the British, even though the starting point is much higher. But with the economy booming and both capacity utilisation and profit shares at record levels, German industry is not in a mood to make a determined stand.

The influx of East Germans and ethnic Germans, together with the dismantling of barriers between the two parts of Germany, should both raise the underlying growth rate and increase the flexibility of the labour market. These new forces will, however, add to

The Bundesbank's campaign for an EMS realignment is irresponsible

demand as well as to supply and make greater calls on German savings. The Bundesbank is perfectly entitled to concentrate on the immediate and obvious inflationary dangers.

A higher D-Mark would take some of the pressures off the internationally traded sector, which is the main beneficiary of increased orders from eastern Europe. At the same time it would hold down the contribution of imported prices to overall inflation. The desire of the Bundesbank for an appreciation in the face of an inflationary threat makes more sense than the British Government's preparedness to see the sterling index decline by 12 per cent over a year.

But whether its central bank likes it or not, Germany's currency freedom is limited by its international responsibilities. Just as competitive depreciation was the beggar-my-neighbour policy of the 1930s, so is competitive appreciation in the 1980s and 1990s. Germany has moreover special responsibilities as the key currency coun-

try of the EC.

One should be clear what the criticism of the Bundesbank is. If the German central bank wishes to raise interest rates to fight inflation it must be free to do so. France and its other partners then have the choice of following suit or letting their own currencies depreciate. All current indications is that they will follow suit.

What the Bundesbank is not entitled to do is to try to secure for itself the advantages of an appreciation by playing on the expectations of market participants, so that they are less inclined to hold other currencies at given interest rate relationships. The Bundesbank may not agree with the policy of Mr Pierre Bérégovoy in linking the franc so closely to the D-Mark; and it may not share its own Government's enthusiasm for fixed parities in the Community. But it is not entitled to further its case by stimulating a run into the D-Mark.

One should not exaggerate the magnitudes at stake. Currency analysts have in mind a franc/D-Mark realignment of around 2 per cent. Last time there was a realignment, in 1987, the franc was actually stronger after the change - one advantage of operating with margins. But the smallness of the possible move is an argument against making it.

For even a very modest realignment would represent a quite unnecessary setback to the hopes of currency stability, which are an important part of the Single Market, and an unnecessary slap in the face for the French Government's brave efforts to use the EMS as an anti-inflationary anchor and to abolish exchange controls ahead of time. (It has, incidentally, received little appreciation for this last step from the British Government despite the fuss that the latter made over the issue.)

So long as the overall stance of European policy is not deflationary - which it is very far from being - the French Government can reasonably prevent devaluation by matching German interest rate moves, and refusing to be bullied. But it is time that some people in Frankfurt rose to the level of events.

LETTERS

Old accounting principles under new principals

From Mr Keith Sykes.
Sir, Your editorial "Accounting for goodwill," January 10, contains a further useful contribution to the debate on this important area.

There is, however, a much more pressing problem, which was highlighted by an announcement from Cray Electronics in November last year. The company decided retrospectively to review its accounting policies for the previous year to April 1989 with the aid of an outside firm of

accountants. The result was a 70 per cent reduction in reported profits "having regard to best accounting practice in the electronics sector." There was no explanation as to why the shareholders had previously enjoyed the benefit of a second best service, nor whether the audit fee was correspondingly lower.

My solution would be simple: we should introduce a collection of accounting standards. As the name suggests these would indeed be standard, so

that all shareholders would enjoy the benefit of "best accounting practice."

Whether the new regime to which your editorial refers (the Financial Reporting Council and the Accounting Standards Board) will lead to this objectivity remains rather doubtful. The Dearing Report which recommended the changes to current practice noted that "the over-riding statutory requirement is that accounts should give a true and fair view. The purpose of accounting stan-

dards is to provide authoritative but not mandatory guidance on the interpretation of what constitutes a true and fair view."

This suggests a continuation in the lack of uniformity which makes life so difficult for the users of published accounts. Is the implementation of the Dearing proposals going to mean more than a continuation of the same principles for different principals?

Keith Sykes
36a Cleveland Square, W2

A maturing relationship

From Mrs Julie Baddeley.
Sir, Charles Batchelor's "Dangers of ignoring culture and style," January 9, contained an extract of the paper which Elizabeth Garnsey presented to the European Foundation for Entrepreneurship Research.

I feel the article gave an unbalanced view of the relationship which has developed between our company and the Sema Group. It failed to emphasise the benefits of the acquisition for Baddeley, or for Sema and its customers.

Also, things have moved on. The problems which you cite relate very much to the early months - nearly two years ago - of our transition to being part of a bigger group. The real benefits of the synergy are becoming more and more apparent, and are just as envisaged. There have been cultural challenges, but we have shown them to be by no means insurmountable.

Julie Baddeley,
Managing Director,
Baddeley Associates,
126/130 Tenson Road,
Cambridge CB1

Conventions: cashflow versus accruals

From Mr J.P. Molyneux.
With regard to the Accounting Standards Committee's proposals to enforce the capitalisation of goodwill, it is not time that accountants rejuvenated their conventions. These are based on accruals account-

ing which, when applied to such situations leads to anomalies which inevitably confuse shareholders and mask the underlying information.

A truly progressive step would be to adopt cashflow accounting conventions which

give a true reflection of the wealth generating capacity of an investment such as an acquisition, as well as corporate performance.

J.P. Molyneux,
13 Orchard Grove,
West Didsbury, Manchester

Britain's need for a new training structure

From Mr Tom Elliott.
Sir, Attempts to introduce a standard minimum wage throughout the European Community through the Social Charter will, it has been said by the Government, make Britain labour too expensive for its relatively low productivity.

Manufacturing investment and jobs will go elsewhere in Europe. Is the defence (and implicit promotion) of our unskilled labour now a government strategy for economic growth, or are preparations under way to reverse the situation.

Many developing countries are using cheap labour to attract the investment for subsequent economic growth. It is hoped that one day there will emerge, from an industrial base of low skilled industries, a

more highly skilled and better paid workforce. At first glance there seems no reason why this common-sense strategy should not apply to Britain as much as it does to, say, Korea.

Unfortunately, Britain is not a developing country. We are an industrialised nation apparently moving down and not up the ladder of skills. As such we are following a novel strategy: attempting growth through promoting the relative decline of the productivity of our labour.

It is surely a cunning strategy, for the Government appears to be defending the failure of our education and training system while making no substantial changes. There has been no radical attempt to improve the quality and productivity of British labour, and

hence its real - as opposed to its artificial and inflation generating - price. It is this, rather than further attacks on trade unions, which is the key to the long awaited supply-side revolution in the labour market.

The Government must find the courage to do away with the present education and training structure and replace it with one that reflects a wider, yet more rigorous curriculum. If, however, the Government chooses to continue to promote change in the piecemeal manner seen during the 1980s, we can expect to see Portugal enjoying a higher GDP per capita than Britain before the hideously blinkered A Levels are done away with.

Tom Elliott,
3 Fairmead Road, N19

Yugoslavia: accustomed to doing business with the West

From Mr Dragoslav Lazarevic.
Sir, The Business Column (January 8) described some of the pitfalls of investing in eastern Europe. May I suggest one country with many of the advantages and few of the problems of trading with eastern Europe.

Yugoslavia has encouraged joint ventures with western companies for more than a quarter of a century and overseas investors now have many

of the rights granted to local investors. For example, wholly owned subsidiaries may now be managed solely by the overseas investor. Yugoslavia has recently started a stock market and there is great interest in the privatisation of several industries.

The dinar is convertible, with an exchange rate linked to the D-Mark. With external reserves of \$700, Yugoslavia is able to meet its local currency

liabilities with foreign currency.

The Business Column mentioned that some eastern European countries' accounting methods are unfamiliar, sometimes non-existent. Yugoslavia's Accounting Law requires half yearly accounts and compliance with international standards. Western-style management consultancy and audit services are available from firms such as my own.

Many Yugoslavs I meet have travelled extensively and are experienced in trading with market economies. They are well aware of their need for modern technology and training, and are ready to talk about working with overseas companies.

Dragoslav Lazarevic,
Grant Thornton,
Grant Thornton House,
Mellon Street,
Euston Square, NW1

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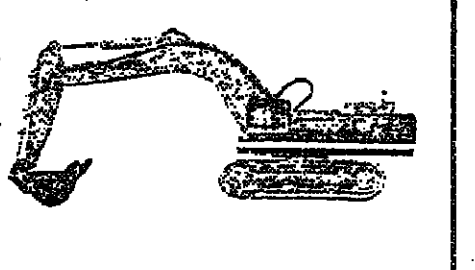
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INSIDE

New chapter in story that has everything

The Medirace story has almost everything — the prospect of a wonderful new product, a takeover battle, a sudden climb up the corporate ladder for a tiny company and the expected emergence from obscurity of a deposed industry star. It also contains, say some onlookers, a certain amount of hype. Medirace, a drugs company formed in 1987, has created interest mainly because of its development of a new medicine called Contracept for treating AIDS and cancer. But, writes Peter Marsh, a new chapter will be opened in the Medirace story today, when shareholders vote at an extraordinary meeting in London on the terms for acquiring Evans Healthcare, a much bigger, privately-owned drugs company. Page 24

Cause for concern at the Fed



"Whatever policy brings long bond rates down is the best policy," Mr Wayne Angell, a US Federal Reserve governor, said last Friday. "When long bond rates rise, that's an indication that the tough guys playing with big money don't trust us." He and his colleagues at the Fed must, with this in mind, be increasingly concerned about the steepening of the yield curve, which continued last week and took the yield on the benchmark long bond from 8.06 per cent a week earlier to 8.17 per cent, its highest level since just before October 13 last year, when the Dow Jones suddenly plunged 190 points. Page 22

Moving the goal posts

One of the smartest ways to stay on top in business is to change the rules while you are ahead. Now that western industry has finally grasped the importance of Japanese-style production, Japan's carmakers are preparing to do just that by widening the field of competition far beyond the factory floor. If Japan's strategy succeeds, writes Guy de Jonquieres in the Business Column, matching its levels of manufacturing quality and cost will still be essential — but no longer sufficient to stay competitive. The new battle will be waged around product development and production. Page 36

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Air France flies in face of EC's aviation policy

Paul Betts and George Graham on the ramifications of the French national airline's deal with UTA

When his secretary gave him a slip of paper early this morning, Paul Betts was taking control of UTA last Friday evening, a senior European Commission competition official remarked that the European airline industry was now "one step closer to the nightmare scenario."

He was referring to the growing trend of big mergers and co-operation agreements between European airlines, largely designed to pre-empt the EC's efforts to introduce a more liberal "open skies" air transport system in Europe. European Community member countries, including a reluctant French Government, agreed last month to a second package of measures to liberalise European air transport by the beginning of 1993. But the Commission has become increasingly worried that the big established carriers will seek to squeeze out new or smaller airlines by forging a series of non-aggression pacts between themselves or taking control of smaller carriers before the EC's latest airline liberalisation package comes into effect in two years.

For this reason, the EC is now expected to intervene resolutely

to stem the tide of mergers and co-operation agreements between airlines, risking the creation of even greater concentration in the European airline industry than in the US, where 10 years of deregulation have seen the sector concentrated in the hands of half a dozen dominant carriers. Officials in Brussels suggested that the Commission would have to review extremely closely all the recent airline deals, including the Air France-UTA merger.

Even before the Air France-UTA deal, the French national carrier had set the ball rolling by reaching last autumn a co-operation agreement with Lufthansa, the West German national carrier, which could eventually also include Iberia of Spain. Since then British Airways, which took over British Caledonian, and KLM Royal Dutch Airlines have agreed to acquire a 20 per cent stake each in Sabena, the Belgian airline.

Scandinavian Airlines System has also acquired a 25 per cent stake in British Midland, the medium-sized UK carrier, while in the Netherlands KLM has stakes in all but one domestic carrier.

The Air France-UTA deal now appears to be the final straw for

Brussels. By absorbing UTA, Air France, the national carrier, has become Europe's largest airline and the West's third largest carrier. The UTA deal has also given Air France control of Air Inter, the French domestic airline, and more than 90 per cent of the domestic scheduled air travel market.

This, coupled with the Air France-Lufthansa non-aggression co-operation pact, has virtually set into place one of the two big European airline blocks, centred on the two airline computer reservation systems, Amadeus and Galileo, the EC fears will lead to unacceptable concentration and undermine competition in what is intended to be a more open European air transport market. Indeed, UTA was once regarded as one of the potential smaller independent airlines which would benefit from a freer European air transport market in 1993.

The Air France-UTA agreement provoked at the weekend angry criticism from smaller European airlines seeking to expand in a more deregulated air market. "France has just committed a strategic error, but I am not surprised," commented Mr Jacques Maillot, chairman of



Jerome Seydoux: raised the stakes through a dawn raid on Air Inter

the French holiday charter group Nouvelles Frontières, denouncing "a new cartel between air carriers."

But Mr Gilbert Trigano, head of Club Méditerranée, the leading French tour operator, was more pragmatic. "It was inevitable. This agreement solves two problems at the same time: the future of UTA and the future of Air Inter. In order to have a trump card to play in the aviation game, France needed to have a single, large national company," Mr Trigano said.

For UTA, limited since its creation in 1963 to a handful of routes serving France's old colonies in Africa and the South Pacific, the prospects for the future were severely restricted.

The company has placed many orders for new aircraft, with the

and gives Air France, which already owned about a third of Air Inter, overall control of the domestic French carrier.

"Seydoux is selling at the top of the market: just before the Commission judgment, when UTA's nuisance value is at its maximum," said one French aviation analyst.

Air Inter's problems were less acute, with its monopoly of a fast-growing domestic market, despite the competition of the high-speed train, still limited to a few routes. But, with its capital split between Air France and UTA, it was always vulnerable to the ambitions of the national carrier, eager to add domestic connections to its international network.

The beginnings of a deal between Air France and Air Inter were sketched out in 1988, when Mr Michel Delebarre, the newly-installed socialist Transport Minister, took a first crack at reorganising France's airline sector. The reorganisation was timid, however, with Air Inter allowed to launch five European routes in close co-operation with Air France, which in turn opened links from its base at Paris-Charles de Gaulle Airport to Marseille, Bordeaux, Nantes, Lyons and Montpellier. The EC is also investigating this agreement on competition grounds.

Last July Air France took a strong grip on TAT, the regional airline which is the country's fourth largest carrier, by paying FRF1.4bn (£42.1m) for a 35 per cent stake. Last Friday it closed up the rest of the domestic market: that is if the EC lets it get away with the UTA merger, which has now become a key test for the Community's new liberal aviation policy.

Facing the mirror the morning after

By Anthony Harris in Washington

In a bull market, it is failure that has a thousand fathers. The explanations for the nasty night on Friday were as various as the people you could talk to, but they all had two things in common: they were based on facts that were already largely discounted in the markets and they missed the point.

What needed explaining, just as in the much worse night in 1987 and several lesser ones since, was not why prices fell, but why they had risen so high before they regained touch with reality. The explanation has not changed much either.

This is a debt-ridden world, and the counterpart of those debts which still look possible to service is equally excessive liquidity. Liquidity-driven markets behave like bull markets, punctuated with panics, as reality from time to time breaks through. The underlying reality is that a world of excessive liquidity tends to drift into stagflation, as the monetary authorities struggle to contain asset price inflation.

The realities of last week were all pretty familiar. Tokyo seems, among other things, to have renewed its worries about Mr Mikhail Gorbachev and thus questioned the supposed profit opportunities in the former communist countries. Sensible people

have been worried for some time. London and New York were reminded, for different reasons, that a recession is quite a strong possibility; again, not a strikingly new thought.

Finally there are the inflation figures. It is hard to believe that anyone not in the grip of euphoria can have been greatly surprised by the British problem with wages: trade unions in such multinational companies as Ford are well aware when their pay has fallen behind continental levels thanks to devaluation.

In the US the market had already discounted a rise of 0.5 per cent in producer prices in December; the actual rise of 0.7 per cent was a disappointment but hardly an earthquake. After all, apart from the US, most of the world's major economies are still looking for a strong market and the long bond market had been giving warning signals for weeks.

What was shocking to the bulls was that this could not be put down to demand pressure; the retail figures showed the worst Christmas figures for seven

years. The figure is tentative: the preliminary estimates from the Department of Commerce are often heavily revised and reports from the retail chains were rather more optimistic.

However, the markets were not in the mood to grasp at this straw. Instead they gave way to a morning-after thought: when inflation rises while the economy slows, stagflation is the only word that fits. Already the media are looking for culprits, with inquisitions of fuel oil wholesalers and other suspects.

This, by the way, is typical of the American love-hate relationship with business. The country has been thumping its chest at the triumph of capitalism, but revealing in the troubles of Leona Hemsley and Michael Milken, the two most famous guests to see "Roger and Me," a populist attack on General Motors.

Populist suspicion is not altogether wide of the mark: the detailed figures show that, apart from the weather-related rises in heating and fresh food prices, some of the major culprits were

tobacco, a near cartel with a rapidly shrinking market, and pharmaceuticals. Air fares are also rising rapidly in a weak market, except on the most popular holiday routes.

Deregulation has meant less, not more, competition on many routes and the airlines know an inelastic market when they see one.

However, a tougher competition policy would not be a very effective cure for inflation, because these cartelised markets account for a very small share of total spending. What looks more interesting is what is happening in the food market, which accounts for a quarter of the finished goods index. Over the last 12 months the cost of food materials has risen only 2.6 per cent and that of part-processed foods has not risen at all. But the index for finished foods has gone up 5 per cent and that for processed foods by 5.3 per cent.

This set of figures suggests cost pressures, because the food market is fiercely competitive. And since prices have also run



well ahead of wage costs, the most likely culprit is the cost of capital. This, in short, could be one of the results of leveraging. Some of the big food processors are now loaded down with debt.

This ought not to be a surprise: it is, after all, a general rule that excessive debt can be resolved only through bankruptcy or through inflation, which is a generalised kind of bankruptcy. That is why central banks find themselves in such a dilemma. They may talk of achieving price stability, but they know the real choice is between continued inflation and more corporate failures.

The Wall Street fear, then, is not of a new Fed squeeze, which still looks unlikely, but simply that hopes of any further rate cuts must be deferred, despite the evident slowdown. That is clearly what President Bush has in mind when he goes publicly on the attack over interest rates, as he did last week; although the Administration's quite buoyant growth forecasts will remain the basis for the Budget arithmetic.

This arises because British competition policy is framed in a European context.

Economics Notebook

A waning productivity miracle

WHEN THE Prime Minister starts complaining about unit labour costs, as she did in her interview with the Daily Telegraph last week, it is time to worry about productivity.

For Britain's productivity record, which was one of the achievements of the 1980s, is beginning to look tarnished. According to the most recent Department of Employment figures, the 50 per cent advance in manufacturing productivity over the first 10 years of Mrs Thatcher's government has ground to a halt. Manufacturing output per head in the three months to October dipped fractionally below the level of the three months to July last year. The annual rate of manufacturing productivity growth slowed to 3 per cent from the 6 per cent or 7 per cent increases common in recent years.

The picture for output per head in the whole economy looks still less cheering. The seasonally adjusted productivity gain was just 0.7 per cent in the second quarter of last year compared with the same 1988 period.

In the international context, the big rebound in productivity that enabled Britain to start catching up with industry in France and West Germany only seems to have lasted until around 1988.

The Organisation for Economic Co-operation and Development has suggested that the growth rates of total factor productivity, which takes account of the productivity growth of both labour and capital, levelled off around the middle of the 1980s in the Group of Seven leading industrial countries.

OECD projections, published last month, still envisage Britain staying at the top of the productivity growth league with an average annual increase of just over 2 per cent. But the organisation issued a

warning that appears prescient in the light of recent double-digit UK wage claims. It said the higher-than-expected growth and productivity and lower-than-expected inflation and wages of the early 1980s could easily be reversed if wage moderation ceased.

One simple explanation for Britain's waning productivity miracle lies that sharp decline in unemployment over the past three years is now coinciding with the slowdown in the economy caused by the Government's counter-inflation policies.

But there are some more worrying aspects, as Professor John Kay of the London Business School made clear last week at a conference about the British economy in the 1990s organised by the Institute of Economic Affairs.

Prof Kay argued that the 1980s productivity improvement largely reflected the more effective use of inputs as inefficiencies were squeezed out of the British economy.

Productivity improved particularly in industries subject to import penetration and macro-economic shock, such as the deep recession of the early 1980s. There were also strong improvements in heavily unionised or formerly nationalised industries which experienced increased working practices and privatisation.

While the 1980s showed that supply side policies work, the decade's productivity gains were in a sense one-off achievements. Greatly enhanced productivity in the steel, coal and newspaper industries represented the exploitation of "exhaustible sources of productivity gain".

Prof Kay concluded that there would have to be a change in the quality of inputs and especially labour inputs, in British industry for productivity increases to be maintained

in the 1990s.

In Britain's case, there is a growing consensus that expenditure on machines alone will not be enough to prepare the country for the 21st century. Improved education and vocational training are increasingly seen as priorities, particularly because trading rivals as varied as France and South Korea have set ambitious educational targets for the year 2000.

Mr David Lomax, group economic adviser for National Westminster Bank, spoke for many at last week's IEA conference in describing the standard of vocational training and education up to schooling leaving age in the UK as "appalling" and the Government's performance on education and training as "execrable".

Another speaker, Mr Walter Ellis, director general of the National Economic Development Office, pointed out that about 90 per cent of 15 and 17-year-olds in Japan and the US are in full-time education. In Britain, this applies to less than 50 per cent of 16-year-olds and only about 30 per cent of 17-year-olds.

Poor education and training produce low productivity. Mr Ellis cited economic research showing that an upgrading of 1 per cent of the labour force from unskilled to skilled can boost productivity by about 2 per cent.

Mr Ellis urged consideration of a "training credit" scheme by which young people and older workers would be offered vouchers by the Government to pay for job training provided by approved organisations.

That such an idea should be aired at a conference organised by the free-market IEA is a signal of the support building for a substantial increase in state expenditure on education and training in Britain.

Peter Norman

THIS WEEK

THE RETAIL price index for December, released on Friday, will overshadow British economic news this week, while the US, Japan and France will also gain some indication of whether last week's worst-than-expected US producer prices foreshadow more inflation to come.

The US trade figures for November will also be watched closely by a nervous market when released on Wednesday.

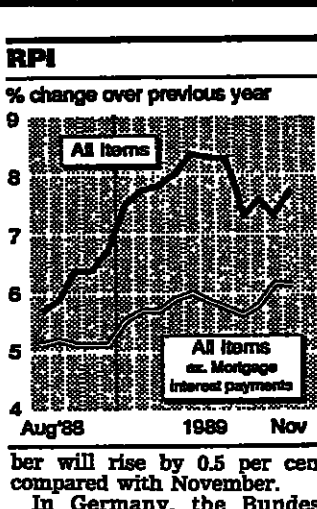
The consensus of analysts' forecasts, compiled by MMS, the financial research company, is for a 0.4 per cent rise in Britain's RPI in December. The annual inflation rate is forecast to accelerate to 7.9 per cent from 7.7 per cent in November.

The markets will also watch out for the figures for underlying inflation, excluding the effects of mortgage repayments. This showed a rise for the year of 6.1 per cent in November, unchanged from October.

December provisional retail sales, due today, are expected to be up by 0.7 per cent for the year, indicating a partial recovery of consumer demand in Britain. Also today, producer output prices (MMS consensus up 4.9 per cent) and producer input prices (up 5.4 per cent) will give further indications of inflationary pressures.

On Thursday, Britain's average earnings figures for November are expected to show a 9.35 per cent annual rise. Among the December money supply figures, due on Friday, M0, which comprises mainly cash and notes in circulation, is forecast to rise at an annual 6.1 per cent; faster than the 1 to 5 per cent range targeted by the Treasury.

Major US figures are published on Wednesday and Thursday. The consensus is that Wednesday's trade figures will reveal a deficit of \$9.5bn for November, compared with a deficit of \$10.2bn for the previous month. The market expects Thursday's US consumer price index for Decem-



WYKO GROUP PLC

(International distribution and manufacture of bearings and power transmission components for process industry)

Interim Results

Half Year to 31st October 1989

Highlights	1989 £'000	1988 £'000	%
Turnover	23,736	18,867	+25.8%
Pre-tax profit	1,534	1,235	+24.2%
Earnings per share	4.51p	4.12p	+9.5%
Interim dividend	1.40p	1.25p	+12.0%

* Adjusted for Rights Issue

UK Distribution:

- Benefits of investment in new branches and products in previous financial year.

Manufacturing:

- Modest profit improvement.
- Full impact of acquisitions in July 1989 and large contracts yet to be completed should ensure strong second half performance.

International:

- Excellent interim profits.
- Optimistic for second half.

Outlook:

- Good progress from acquisitions.
- Group on course for satisfactory result.

Copies of the interim report of the company can be obtained from The Company Secretary, Wyko Group PLC, Dudley, West Midlands DY1 1GW

INTERNATIONAL CAPITAL MARKETS

SYNDICATED LOANS

Buy-out financing for Swedish Match

IN WHAT WILL probably be the first European leveraged buy-out financing to test the international banking market in the new decade, J.P. Morgan is expected to launch into formal syndication this week \$400m of senior loans to finance the management buy-out of Swedish Match from the Sora group.

The \$525m buy-out of the company, which has three divisions specialising in matches, Cricket lighters and Wilkinson Sword shaving equipment, has been underwritten by Morgan.

The financing also comprises \$70m in mezzanine debt, ranking below the senior loans but paying a higher interest rate, and about \$55m of equity.

Morgan has sold the mezzanine debt to three institutions, described so far only as a mezzanine specialist in the UK, and two financial institutions, one in Japan and the other in Europe. The equity is placed with management, certain Swedish investors, Morgan and Gillette of the US, which is taking over part of the Swedish Match business which lies outside the European Community.

The senior loans are said to carry a maturity shorter than the seven to eight years typical of such transactions. It is not clear to what extent asset disposals are part of the company's plans.

Initial reaction was positive, providing the terms are satisfactory. Although most banks admit to a reduced appetite for leveraged transactions, this appears to be one where a spread of businesses over a number of countries should provide a large measure of comfort to lenders.

Elsewhere, Schroders concluded a \$150m credit line for China Light and Power of Hong Kong, Guaranteed by the Export Credits Guarantee Department, it is to provide fixed-rate finance for purchases from the UK. Mainly available in sterling, there are also US dollar and Hong Kong dollar tranches.

Stephen Fidler

INTERNATIONAL BONDS

JP Morgan stages quiet coup in Eurosterling sector

IN A Eurosterling sector otherwise notable only for its depressed sentiment, J.P. Morgan managed to launch a successful buy-in of a £100m issue for one borrower and followed it with a new issue for another.

Although Morgan was unwilling to elaborate, the two deals appeared to be connected intimately. Investors attracted by the buy-in had a tailor-made opportunity to switch into the new bonds for a substantial pick-up in yield.

The process began with the Trusthouse Forte buy-back of its £100m 10% per cent Eurosterling deal maturing in 1996, launched in January last year. Morgan was appointed as the agent for the buy-in and offered to buy back the whole issue by private treaty.

The buy-in programme runs until January 17, but Morgan has already bought well over half the issue and is confident of success. Mr Donald Main, THF finance director, confirmed late on Friday that more than 65 per cent of the

issue had been bought back.

Before the buy-in was announced last Thursday, the bonds were trading at 92 bid in a reasonably liquid market. According to traders, there were a few small short positions in the issue, leading to some covering.

The price rose to 92½ bid and by Friday Morgan was bidding 92½, giving investors a potential spread over gilts of 100 basis points.

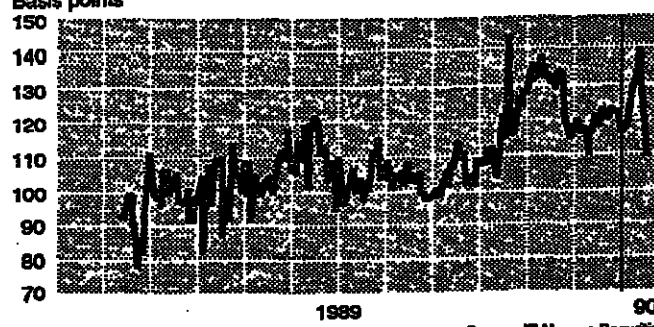
In spread terms against gilts the issue peaked last October at 144 basis points over the 10 per cent gilt-edged stock maturing 1996. Its best performance was in the weeks immediately after launch, when the tightest level of 79 basis points was reached.

Morgan officials indicated that around 100 basis points was the approximate spread at which it was willing to purchase bonds on behalf of THF.

Traders were quickly reminded of Morgan's refinancing late last year for Redland, another UK company. Morgan

THF 10.75% 1996 over gilt

Basis points



Source: JP Morgan Securities

bought back an expensive sterling issue and then launched an Australian dollar deal to exploit an arbitrage opportunity, giving the borrower a significant cost saving.

However, Mr Main said THF had no intention of bringing an issue in another currency to refinance the position.

He added the company intended to replace the borrow-

ing with a series of transactions in the sterling interest rate swap market, where it would achieve a more appropriate interest rate position and lower its carrying costs.

Asked what this implied about the interest rate view, Mr Main said he believed UK rates were unlikely to rise. However, he thought they were equally unlikely to come down soon.

The deal's wider picture was confused on Friday by a fumble \$50m 11¼ per cent issue for Alliance & Leicester Building Society carrying the same maturity as the THF deal. Morgan was the sole underwriter of the issue, leading to speculation that it had found one or a small number of investors to take the bonds.

Building on the supposition, traders remarked that the yield on the Alliance & Leicester paper was generous. Investors might have switched out of the THF bonds into the issue for a 20 basis point yield pick-up.

Further, after moving the funds into floating-rate sterling at Friday's swap rates, Alliance & Leicester would have achieved a funding rate of 10 basis points under Libor, well inside its normal borrowing target.

It is possible then, that Morgan has pulled off a coup, satisfying several parties and making useful profits by handling the various legs of the deals. There was well-informed

speculation that much of the THF issue had been owned by a single European investor, with one of the large German bond funds among the likeliest holders. Mr Main said Morgan had had a good notion of where roughly 40 per cent of the issue was held when it thought up the idea for the transaction.

If that is the case, then the \$50m Alliance & Leicester deal might even have been a straight switch for a single account. The fact that the issue price included accrued interest indicated it was aimed at non-UK funds, which would not buy for tax reasons.

A small number of investors was probably involved, and Morgan took the opportunity to sell them a mixture of the Alliance & Leicester issue and its own J.P. Morgan four-year sterling deal. That deal had a sticky reception when it was launched early this year, and Morgan would be glad to shift more of the bonds.

Andrew Freeman

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
US DOLLARS							
Graphite Corp.♦♦	100	1994	4	2½	100	Daiwa Europe	2.250
Chubu Electric Power♦	270	1997	7	9	101½	Nomura Int.	8.778
Japan Dev. Bank♦	150	1995	5	8½	101½	Mitsubishi Fin. Int.	8.247
Nippon Yusen K.K.♦	50	2000	10	(a)	100	Bge du Gothard Lux.	-
Nippon Yusen K.K.♦	800	1995	5	(3¼)	100	Nomura Int.	-
Euro Cr. Card Tst 90-91♦	750	1995	5	9	100.05	UBS Phillips & Drew	8.957
UBS Finance♦	225	2002	12	9½	100½	UBS Phillips & Drew	9.073
Daiwa Bank♦	100	1995	5	(3½-4)	100	Nomura Int.	-
Fuji Int. Finance♦	100	2000	10	9.1	102	Fuji Int. Finance	8.791
Elec. de France♦♦	50	1999	9.1	9½	104.30	J.P. Morgan Secs.	8.788
Flash Ltd-Series M(m)♦♦	10	1996	6.4	(m)	100.10	Sanwa Int.	-
CANADIAN DOLLARS							
Finnish Export Credit♦	100	1993	3	11½	101.65	Bankers Trust Int.	10.703
Credit Suisse Finance♦	500	2000	10	Zero	38.55	CSFB	10.001
Fed. Business Dev. Bank♦	125	1992	2	11½	101½	CSFB	10.414
AUSTRALIAN DOLLARS							
Barclays Australia Int.♦	75	1993	3	15	101½	BZW	14.190
GMAC Australia (Fin.)♦	75	1993	3	15½	101½	Deutsche Bk Cap.Mkts	14.480
Swedish Export Cr.(r)♦	300	2005	15	Zero	17.825	Hambros Bank	12.184
NEW ZEALAND DOLLARS							
Telecom Corp.N.Zealand♦	50	1993	3	14	102	Fay, Richwhite	13.151
D-MARKS							
Akabeon Brake Ind.♦♦	130	1994	4	15½	100	Nomura Europe	1.825
WZG Int. Finance♦	150	1992	2	8	101	Trinkaus & Burkhart	7.444
EB♦	500	2000	10	8	101½	Deutsche Bank	7.797
Europäische Hypothek♦	100	1995	5	7½	100½	Frankfurter Hypothek	7.688
Interfin.Cr.National♦	100	1992	2	8	101½	Bayerische Vereinsbk	7.306
ECUs							
Nippon Tel.& Tel.♦	150	1995	5	10	101½	Swiss Bank Corp.	9.512
Abbey National Treasury♦	50	1991	1	12	101.95	Deutsche Bk Cap.Mkts	9.858
SWISS FRANCES							
Kinugawa Rubber♦♦♦	70	1995	-	1	100	Credit Suisse	1.000
Kanagawa Electric♦♦♦	70	1995	-	Zero	100	B.della Svizzera It.	-
Elna Co.(e)♦♦♦	45	1994	-	Zero	100	Yamaichi Bk (Switz)	-
Borrowers							
Mori Steel Spring♦♦♦	35	1994	-	Zero	100	Citicorp Inv. Bank	-
Daiwa Bank♦♦♦	150	1995	-	(4)	100	SCB	-
Scand.Airlines System♦	100	2000	-	7	100½	UBS	6.884
Kyushu Leasing♦♦♦	75	1994	-	¼	100	Nikko (Switzerland)	0.250
Misawa Van Corp.(r)♦♦	50	1994	-	¼	100	Credit Suisse	0.250
Shiga Bank♦♦♦	200	1994	-	¼	100	Credit Suisse	0.250
Suedwestdeutsche L.bk♦	65	1996	-	7½	100½	UBS	7.122
Hibiya Engineering♦♦♦	50	1995	-	Zero	100	Daiwa (Switzerland)	-
Mitani Sekisan♦♦♦	40	1994	-	Zero	100	Yamaichi Bk (Switz)	-
Tomiya Apparel♦♦♦	35	1994	-	Zero	100	Banca del Gottardo	-
Saikaya Co.(s)♦♦	35	1994	-	Zero	100	UBS	-
Masani Co.(r)♦♦	50	1994	-	Zero	100	Bank Lau	-
STERLING							
Bradford & Bingley♦♦	50	1994	4½	¼	98.80	CSFB	-
Alliance & Leicester♦♦	50	1996	6½	11½	104½	J.P. Morgan Secs.	-
FRENCH FRANCES							
BSN♦♦	846	2000	10	6.6	100	Lazard Freres	8.900
Cap Gemini Societ♦♦	450	2000	10	5½	(1)	Lazard Freres	-
EB♦	1bn	2000	10	9½	101½	CCF	9.515
LIRE							
Johnson & Johnson♦	100bn	1993	3	12½	101.45	San Paolo Bank	12.268
LUXEMBOURG FRANCES							
EB♦	1bn	1997	7	9½	101½	BIL	8.829
ASLK-CGER Fin.(u)♦♦	900	1993	3	10	101½	Barque UCL	9.305
Interfin.Cr.Nat.(v)♦♦	600	1993	3	10	101½	BGL	9.305
GMAC Continental♦♦	300	1993	3	10	101½	Bge Paribas (Lux)	9.403
PSA Finance♦♦	300	1992	2	10	101½	C.d'Epargne de l'Etat	9.005
Banque de Gestion♦♦	300	1993	3½	10½	101½	BIL	9.595
YEN							
CIBC♦♦	5bn	1992	2	8	101½	Bankers Trust Int.	7.375

Citibank arranges HK\$3.3bn syndication

By Michael Murray in Hong Kong

CITICORP, the big US bank, has arranged a HK\$3.3bn (US\$423m) syndicated loan for a consortium led by Hong Kong-listed Great Eagle which is developing a site next to the territory's new Bank of China building, acquired for HK\$2.7bn in a government tender last July.

The US bank has a 5 per cent stake in the consortium. It has agreed to purchase 201,000 sq ft of space in the completed building and to lease or purchase options on another 198,000 sq ft.

Citicorp also has naming rights on one of the two towers in the development, in a deal which could cost HK\$2.2bn if it exercises all its options.

Japanese banks are heavily represented in the loan syndication, which has been fully underwritten by six banks.

They are Long-Term Credit Bank of Japan, Mitsubishi Bank, Sanwa Bank, Hongkong and Shanghai Banking Corporation, Hang Seng Bank, and Citibank.

Each has underwritten HK\$550m, and another dozen or so banks are expected to join the syndication, with Citibank running the book.

The eight-year loan carries interest of Hongkong inter-bank offered rate (Hibor) plus ½ per cent, with a three-year grace period.

Great Eagle has a 62.5 per cent stake in the consortium, which includes Hong Kong companies Manhattan Garments and Wing Tai Exporters.

EUROMARKET TURNOVER (\$m)

Primary Market	Secondary Market	Over	FRB	Other
ISS	271.0	0.0	0.0	11,737.8
Pre	225.0	240.0	20.0	1,433.4
Other	1,134.7	0.0	0.0	5,557.0
Pre	699.0	0.0	0.0	2,489.2
Secondary Market				
ISS	7,057.9	927.7	4,856.0	3,608.4
Pre	4,091.1	546.2	3,517.9	3,224.7
Other	12,483.9	763.7	4,194.0	26,891.5
Pre	6,567.7	388.1	2,931.2	10,951.3

Week to January 11, 1990 Source: ABDO

NEW ISSUE

This announcement appears as a matter of record only.

December, 1989



THE TOKYO ELECTRIC POWER COMPANY, INCORPORATED

(Tokyo Denryoku Kabushiki Kaisha)
(Incorporated with limited liability in Japan)

Canadian \$150,000,000

10% per cent. Notes due December 20, 1996

ISSUE PRICE 101.30 PER CENT.

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Nomura International

Banque Bruxelles Lambert S.A.

Merrill Lynch International Limited

The Nikko Securities Co., (Europe) Ltd.

Swiss Bank Corporation

Investment Banking

Algemene Bank Nederland N.V.

DKB International Limited

Generale Bank

J. P. Morgan Securities Ltd.

Société Générale

IBJ International Limited

Credit Suisse First Boston Limited

NatWest Capital Markets Limited

Paribas Capital Markets Group

Westdeutsche Landesbank

Girozentrale

Daiwa Europe Limited

Fuji International Finance Limited

Mitsui Finance International Limited

Shearson Lehman Hutton International

Yamaichi International (Europe) Limited

This announcement appears as a matter of record only.



A. Ahlstrom Corporation

U.S. \$100,000,000

Term Loan Facility

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Citicorp Investment Bank Limited

December 20, 1989

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Lovell

INTERNATIONAL COMPANIES AND FINANCE

Bae strike prompts staff transfers at Aerospatiale

By George Graham in Paris

AEROSPATIALE, the French state-owned aircraft and missiles manufacturer, has had to transfer workers from its Toulouse production lines as a result of the strike at British Aerospace, which is holding up work at the Airbus airliner consortium in which the two companies are partners.

Mr Henri Martre, chairman of Aerospatiale, said that about 200 employees had been transferred from Toulouse to work on the company's helicopter plant at Marignane. This was because of the slowdown in the Airbus assembly line.

He warned that the British

Aerospace strike, which has stopped the delivery of the wings which BAE makes for the Airbus consortium, could have serious consequences on Airbus's relations with its customers, particularly if it lasted longer than the recent strike at Boeing, Airbus's main rival.

Mr Martre said Aerospatiale had booked record orders of FF96bn (\$11.4bn) in 1989, up 72 per cent from the previous year, taking the company's total outstanding order book to FF90bn.

Sales in 1989 totalled FF91.5bn, up 12.5 per cent from 1988, but the group was

not yet able to tell whether it would be in profit because of currency problems.

According to Mr Martre, the dollar, the currency in which Aerospatiale has to compete, was at least 15 to 20 per cent undervalued and whether the company reported a profit would depend on the size of the provision it decided to make for this.

"I consider that compared with my main competitors, the US companies, I have a handicap of 20 per cent coming from a factor which we can do nothing about," he said.

Consortium buys into S African wood group

By Jim Jones in Johannesburg

PLATE GLASS & Shatterproof Industries (PGSI), the South African-owned glass and wood group, has relinquished absolute control of its overseas wood interests to a consortium of American and European private investors.

Wood International (WI), PGSI's non-South African timber division, is one of the largest individual South African investments abroad, with interests ranging from sawn timber through to finished wood products distributed in Europe, south-east Asia, Australia and the Americas. Competition has been particularly intense in Australia and the US.

Whitestone Investments, owned by the investor consortium, is to invest \$55m in WI in exchange for half of Wood Products International (WPI), which in turn will acquire all of WI's operating interests.

PGSI will hold 49 per cent of WPI and the residual 1 per cent will be owned by an international management trust. Rapid expansion of the international side has been hampered for more than a year by cash-flow difficulties. US and Australian business development costs have been particularly heavy at a time when exchange controls have prevented the South African parent from funding its overseas interests except through the unfavourable financial rand market or by borrowing offshore.

The company says the stage has been reached where additional capital and expertise are needed and negotiations on refinancing the interests have been taking place for several months.

Mr Bertie Lubner, PGSI's joint chairman, was reluctant to specify the overseas division's profits. Foreign timber interests generated about R350m (\$140m) in sales last year and overseas timber and glass interests at present contribute a little more than 40 per cent of the operating profit. Recently PGSI ascribed part of an increase in its interim turnover to stronger foreign sales and exports.

Sales surge at Ciba-Geigy, Sandoz

By John Wicks in Zurich

TWO BIG Swiss chemicals companies have reported strong sales rises for 1989, although turnover abroad was inflated by a weaker Swiss franc.

Group sales of Ciba-Geigy rose 17 per cent to a record SF20.6bn (\$13.7bn) - in terms of local currencies the gain was 11 per cent.

Changes in consolidation resulted from the sale of the Ilford photographic division to International Paper and the acquisition of Toledo Scale of

the US, adding a net SF90m to turnover.

Ciba-Geigy, which is to announce profits and dividends next month, booked increased sales in all product groups. Pharmaceuticals rose 20 per cent to SF6.17bn, agricultural chemicals climbed 14 per cent to SF4.34bn, and dyestuffs and chemicals leaped 17 per cent to SF3.01bn.

Elsewhere, sales of additives advanced 15 per cent to SF1.92bn and plastics 14 per cent to SF1.85bn. Electronic

systems grew 57 per cent to SF1.73bn, reflecting the takeover of Toledo Scale. This year, however, will see a marked decline in the sector following the divestment of Spectra-Physics in the US and Grelag, a Swiss subsidiary.

Sandoz expects "significantly higher" consolidated earnings for 1989 after a 23 per cent rise in turnover to SF12.49bn. The previous year's group profits had already improved by 21 per cent to SF761m on a 13 per

cent increase in sales to SF10.15bn.

Sales of pharmaceuticals advanced 23 per cent to SF5.66bn and chemicals by 21 per cent to SF2.08bn. Above-average growth was booked for agricultural chemicals, up 31 per cent to SF1.16bn. The construction and environment side rose 26 per cent to SF1.10bn, and the seeds division saw turnover climb 30 per cent to SF770m.

The nutrition division booked a 15 per cent increase to SF1.39bn.

Abbott Laboratories earnings rise 14%

By Alan Friedman in New York

FOURTH-QUARTER net earnings rose 13.8 per cent to \$25m at Abbott Laboratories, the Chicago-based pharmaceuticals and health care company.

The profits rise, which translated into a 15.2 per cent increase in earnings per share to \$1.14, was struck on the back of 11.4 per cent higher fourth-quarter sales of \$1.46bn.

For the whole of 1989 Abbott turned in record net profits of \$960m, a 14.3 per cent improvement on 1988. Sales last year were up 9 per cent to \$5.4bn. Earnings per share for 1989 were \$3.85, a rise of 15.6 per cent.

Mr Duane Burnham, chief executive, attributed the company's 1989 performance to heavy spending on research

and development in recent years - investment in R&D rose 10.4 per cent to a total of \$62m last year - as well as to the company's diversified and international spread of businesses.

Just over half of Abbott's sales come from pharmaceutical and nutritional products, with the balance divided between hospital supplies and

laboratory diagnostic equipment. About a third of revenue comes from outside the US, mainly from Europe and Japan.

Abbott's results were in line with analysts' expectations and on the New York Stock Exchange the company's shares closed on Friday at \$66½, down \$1½ in a sharply declining market.

Indosuez to bid for Dutch broker

By Laura Raun in Amsterdam and George Graham in Paris

BANQUE INDOSUEZ, the French investment bank, plans to take over Kooijman, a rapidly growing Dutch stockbroker house, in a move to plug the last remaining gap in its European brokerage network.

The bid is expected to amount to about Fl 38m (\$19.4m) although it is not yet clear whether it will be made in cash, equity or a combination. The Kooijman share price closed at Fl 21 on Wednesday and trading has been suspended since then.

Banque Indosuez has wide-spread brokering interests with

W.L. Carr in London and the Far East, Cheuvreux de Virieu in France and Marcand, Stein in West Germany.

Mr J.D. Gerrits, vice chairman of Kooijman, said the link-up with an international, financially strong partner was logical in view of the growing globalisation of the securities business.

Kooijman engages in securities sales, trading and underwriting. Based in Amsterdam, it has an office in London and last year bought the half share it did not already own in a capital markets joint venture

with Arab Banking Corporation of Bahrain.

Kooijman has share capital of Fl 19.9m. Its earnings plunged to Fl 900,000 in 1988 but rebounded to Fl 1.5m in the first half of 1989.

About 36.5 per cent of the shares are publicly traded, another 51 per cent are in management and employee's hands. 7.5 per cent is held by Nederlandse Participatie Maatschappij, a Dutch venture capital company, and 5 per cent is owned by Verenigde Spaarbank, the biggest savings bank in the Netherlands.

Income at Océ increases 11%

By Laura Raun

OCE-Van der Grinten, the Dutch copying machine maker, showed preliminary net income for last year up by more than 11 per cent to Fl 85m (\$47.2m).

The increase was due to the "excellent performance" of design engineering copiers as well as a good showing in office systems and the acquisition of Océ Graphics, according to Mr Henk Rodt, chairman. Revenue jumped 14 per cent to more than Fl 2.1bn in 1989.

Mr Rodt said that on the basis of this performance he was "positive about the prospects for 1990."

Metal Leve in EC link

By John Barham in Sao Paulo

METAL LEVE, one of Brazil's leading engine component manufacturers, is to begin construction of a \$100m factory in Portugal this year, its second foreign investment.

Mr Jose Mindlin, the company's owner and president, said the investment in Portugal would provide a bridgehead within the European Community prior to unification in 1992. The Portuguese Government will back the new unit with incentives and its IPE development agency may also take a substantial minority stake in the subsidiary.

Metal Leve set up its first overseas factory in the US in

1988 to supply diesel engine components to Caterpillar, one of its key clients.

A rising number of Brazilian companies are investing abroad to overcome Brazil's isolation and to provide a hedge against the increasingly turbulent domestic market. Cofap, the country's largest components company, also plans to invest \$100m in an EC country this year.

Exporters fear the emergence of a protectionist Fortress Europe and thus plan to source their European markets from the EC. Export markets generated 12 per cent of Metal Leve's 1989 sales of \$410m.

Venezuelan oil company seeks Chevron facilities

By Alan Friedman

CHEVRON, the US energy company, hopes to reach an accord later this month to sell its Bahamas-based oil terminal, storage and refinery facilities to Petroleos de Venezuela (PDVSA), the Venezuelan state oil company.

Reports that PDVSA is bidding more than \$100m for the facilities could not be confirmed. A portion of the purchase price might be paid in crude oil or products.

A Chevron official said: "We hope to reach an agreement as soon as possible and hopefully before the end of this month."

The US group mothballed the 500,000 barrel-a-day refinery in August 1985 after describing it as uneconomic.

The 20m barrel oil terminal is seen by Caracas officials as strategically located as a transfer and storage point for petroleum products destined for the US market, the most important for Venezuela.

Investcorp lifts profits on brand-name acquisitions

By Gordon Cramb

INVESTCORP, the Bahrain investment bank which controls half of Gucci, the Italian luxury goods house, lifted net profits 12.1 per cent last year to \$51.8m as it added to its holdings in US and European brand name companies.

On December 29 it completed the \$450m purchase of Color Tile, a US retailer of floor and wall coverings. The buy-out, from Knoll International, was the largest transaction in Investcorp's seven-year life.

The bank began 1990 with a \$22m (\$35.2m) deal in the UK last week in which it took 30 per cent of Computacenter, a systems integrator which supplies microcomputer hardware, software and support services to government and large corporate clients.

According to Mr Michael Merritt, an Investcorp director, it is working on several other acquisitions in Europe, where last year the bank released \$135m through private place-

ments of debt and equity in Gucci as well as in Chaumet, the French jeweller which it rescued from bankruptcy in 1987, and Breguet, its watch-making subsidiary.

Some 28 per cent of Gucci was placed with Gulf clients in this way, but Investcorp has retained voting power over the shares.

Investcorp's own shares are quoted on the new Bahrain stock exchange. Its 11,000 shareholders will receive a maintained 15 per cent annual dividend for a total pay-out of \$15m. Most of the stock is held by some 800 founder shareholders. Trading is thin, but no foreign listings are planned.

Assets grew 9.2 per cent to \$813.9m. Investcorp also engages in capital market trading, and last year launched three investment funds. Its European Acquisition Fund was increased to \$50m from \$30m after being more than twice subscribed.

December, 1989

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BANQUE INTERNATIONALE DE COMMERCE

December, 1989

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FINANCIAL TIMES

The Business Column

Japan's car industry changes to higher gear

ONE of the smartest ways to stay on top in business is to change the rules while you are ahead. Now that western industry has finally grasped the importance of Japanese-style production, Japan's carmakers are preparing to do just that by widening the field of competition far beyond the factory floor.

If Japan's strategy succeeds, matching its levels of manufacturing quality and cost will still be essential - but no longer sufficient to stay competitive. The new battle will be waged around product development and production.

Though western carmakers have shortened their product development time from seven to five years in the past decade, the average time in Japan has been cut to four years - and Honda is at three. The process also absorbs half the man-hours required in the West, thanks to lean, multi-functional development teams which interact closely with manufacturing and production engineering.

Japan's second trump card is lower breakeven levels. Efficient, flexible manufacturing enables Japanese models to be replaced routinely every four years and output in production runs as low as 500,000. In most of the western car industry, higher unit costs dictate product lives of 10 years and volumes of about 2m.

Innovation

By combining these two advantages, the Japanese appear set to make speed of product innovation the competitive benchmark in the world car market of the 1990s. Borrowing a technique from the consumer electronics industry, they aim to shatter the market with different models, which they will also use to test out new design features and technology.

The approach should enable Japanese manufacturers to respond more effectively to emerging consumer fashions - and indeed to generate those fashions. Its first fruits are already visible in the latest generation of compact town cars, still on sale only in Japan, and in Mazda's racy MX-5 sports convertible.

The volume car business, with its substantial scale economies, is unlikely to be displaced by this niche strategy. But it may well become more volatile, since output will be geared more directly to demand. In effect, the Japanese need only commit themselves to make models in volume once they have proven themselves in the market.

This changing pattern of competition may seriously jolt western carmakers, most of whom are geared to serving a market neatly divided into traditional product segments. To stay even, they will need drastically to streamline management and integrate their operations much more tightly, all the way from initial design to factory floor.

Ford is probably best-placed to meet the challenge. It has extensively reorganised its international production network, applying lessons learned from Mazda, its Japanese partner. It is also working hard to standardise components across different products and regions.

However, some industry experts are sceptical about Ford's plans to give up the responsibility for developing the different parts of its model range to centres in the US, Europe and Japan. They argue that this renewed attempt at a "world car" strategy will impair Ford's ability to cater to diverse conditions in regional markets.

Integrated

By contrast, the trend in the Japanese industry is to create regional design and development centres focused primarily on local markets. The leader is Honda, which is well advanced with plans to create a completely integrated car operation in the US, which is already exporting output back to Japan.

If there is a consolation for western carmakers, it is that diversifying simultaneously by product and by region creates massive complexity, which the Japanese have yet to prove they can manage. For companies such as Toyota, which remains tenaciously committed to keeping all important functions centralised in Japan, the challenge is likely to be particularly hard.

Leader, Page 16

Guy de Jonquieres

Paul Reichmann leaned forward in his chair. He spoke softly. He always does. The tone was even. It usually is. He talked of businessmen taking a long view.

Two things facilitate it. One is to have "a going concern with substantial values and cashflow." The other is to have "no requirement for quarterly results," and this, he added, "comes back to private control."

This long view and this private control are now being applied to Canary Wharf, a property development on the Isle of Dogs in east London which is so vast that, if it works, it can be the catalyst of a shift in the geographical and commercial balance of the British capital from west to east.

"To understand Canary Wharf is to understand Olympe & York. O&Y has always been an innovator."

This Canadian company is the Reichmann corporate vehicle, a commercial motor of such perceived power that when, in 1987, it took over the development of Canary Wharf, there was an automatic presumption that what had before looked a shaky venture would be a solid happening.

O&Y has not disappointed. Money has been poured into a scruffy part of the old London docks and buildings have started to come out of the ground. They are the first of a series on 24 separate building sites which will provide 10m square feet of office space - roughly equivalent to one seventh of the City of London's existing space - plus shops, restaurants, a hotel, car parking and space to walk around.

"My conviction is that east London will become a major business district to complement the City and the West End," said Mr Reichmann. "There will be large developments like King's Cross but east London is the only area which a major city can be built."

This confidence, this desire to take a view which looks forward a decade, is in sharp contrast with the view of the major British property groups. They have been dismissive of opportunities in London Docklands, preferring the established locations for developments further to the west. "I wouldn't think twice about it. We've had the chance for the last 15 or 20 years," said Sydney Mason, chairman of Hamptons, in these columns last August.

Mr Reichmann, in British terms, is taking risks at Canary Wharf that the quoted British companies would not dare to contemplate. There are very few, if any, company chairmen who would be prepared to go to their shareholders and say, "Look, we're pro-

vided it was desired in the first place. The second is cashflow, "to exceed the cost of money," as Mr Reichmann put it. "That will take 10 to 15 years."

Such a time frame for cash returns would stretch the patience of even the most conservative and sluggish of British institutions. Not only that, O&Y has been prepared to shoulder the front-end risk of Canary Wharf for much longer than would be acceptable to any British property development company.

So far all the work at Canary Wharf has been paid for out of O&Y's existing resources. "We have not done any financing with UK institutions. We felt we should not do so until we

MONDAY INTERVIEW

The developer who looks a decade ahead

Paul Reichmann talks to Paul Cheeseright about his innovative approach to Canary Wharf

posing to spend \$4bn on some derelict land development and your dividends are going to be cut for the foreseeable future."

PERSONAL FILE

1930 Born, Vienna. Educated in Tangier.
1954 Moved to Toronto.
1958 First property ventures in Canada.
1975 Completed First Canadian Place, 5m square feet of offices in Toronto. Appointed General Manager.
1978 Entered New York market with purchase of eight buildings.
1986 Completed World Financial Centre in New York.
1987 Took control of Canary Wharf.

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So far all the work at Canary Wharf has been paid for out of O&Y's existing resources. "We have not done any financing with UK institutions. We felt we should not do so until we

reached a more advanced stage of the project," said Mr Reichmann. That stage will arrive during the next few months. But most British developers would want all their project finance in place before the first hole was dug on the site.

"Because we set out not to copy what others have done, the criteria are different. We know what we will create and we know what the value will be," Mr Reichmann asserted. He at least, feels secure in the claim that "we are creating something that does not exist in Europe."

The odd thing is that the reasons Mr Reichmann gives as justifying investment in Canary Wharf would not be much disputed in the British property industry. He starts from the point that, according to O&Y's research, the British economy over the last decade has levered itself up on to a higher trend line of growth.

"The greatest importance to us is the fact that Britain has changed in the last 10 years - the work habits, productivity, the ability to get things done," he added. The implication is that, wobbles on the economic charts notwithstanding, there will be a continuing demand for office space.

"The office space is the plant and equipment of the service industries. They have grown at a faster rate than any other industry." But the facilities for the service industries have lagged behind. Two thirds of London's office space is obsolete, Mr Reichmann noted.

He brandishes Jones Lang Wootton figures to the effect that there is 155m square feet of offices in central London and Docklands. There is 23m square feet under construction and a further 53m square feet proposed. But, in central London, 45 per cent of the office space was built before the Second World War, 31 per cent between the war and 1979 and 24 per cent since then. Even

some buildings constructed after 1980 fail to meet modern requirements for air conditioning and provide inadequately for information technology.

The only part of London where there is space to construct a new office city of appropriate standard with allied space for leisure is Docklands. All of this, said Mr Reichmann, with salesman's hat on, "will be compelling to companies wanting to improve their operations."

"Will be" are the operative words, for the only companies which so far have succumbed to the Reichmann reasoning are Merrill Lynch and Texaco, two groups which have been clients of O&Y in North America. There will be others like them. "Several names who will probably commit themselves quite soon are our tenants in America."

What Merrill Lynch and Texaco are paying, or being paid, to go to Canary Wharf, is not known, but said Mr Reichmann, "early years with low income do not disturb us."

It is at this point that Mr Reichmann and the British part company. The latter are less keen on the early low income, less enthusiastic about slogging through years of development, perpetually worried about the lack of transport facilities, though these are improving, and just not convinced that people want to go to Docklands.

But Mr Reichmann, and indeed his two brothers, forming the triumvirate which controls O&Y, have won enough commercial battles in their time to believe in victory at Canary Wharf, their largest undertaking so far. And they have won by taking the same



'We view ourselves as a long-term UK company'

sort of long view of earlier ventures as they now take of Canary Wharf.

When, for example, they moved into the New York market, buying office towers in Manhattan, during 1977, the City was nearly broke, the future looked bleak and the locals said the Reichmanns were crazy. Now O&Y is the biggest landlord in Manhattan the Rockefeller have been superseded. Property values now bear no resemblance to those 10 years ago.

The Reichmanns have accumulated property investments across the US and Canada, their home base. They have a string of equity investments, most notably Gulf Canada in the energy sector, and Abitibi-Price in pulp and paper. Their total asset value is shrouded in

secrecy - \$30bn (\$18.6bn) perhaps? Who knows? Mr Reichmann shrugs, smiles but reveals nothing.

But property is his first love. There has recently been a corporate review, explained Mr Reichmann. "Our future growth will be mainly in property. The thing we are best at is property." And it will probably be outside the US. "Globalisation affects the company's operations. We did not know but we have discovered that development skills in the US are applicable in Europe."

So Canary Wharf is just the start. "We view ourselves as a long term UK property company. When Michael Dennis and Robert John (two O&Y executives in London) say we can take on more we will be doing other things." O&Y has

bought a third of Stanhope Properties, a quoted UK developer. This gives Mr Reichmann "a window on the London market," and, he said, "in the long term we'll probably be doing joint ventures with Stanhope."

It is all very far cry from childhood days. The Reichmanns were a Jewish family on the run from persecution - Hungary, Austria, France, Spain and then the refuge in Canada. The sense of religious and family solidarity engendered by those years explains, at least in part, the steady nerve and firmness which is the characteristic of a Reichmann in a property deal. Not many budding tycoons "quite regularly were kept back from school for a couple of days to pack parcels" for Jews on the run from Hitler.

One authority would crown penal reform

The management of some 130 penal institutions in England and Wales is about to be shaken up. At the same time, the Government is on the point of publishing its White Paper on legislative proposals for shifting the emphasis of criminal justice away from imprisonment and towards punishment in the community, to be administered largely by the Probation Service. Is there a case now for setting up a single public authority to oversee the whole penal system, custodial and non-custodial?

It is a quarter of a century since the Government dissolved the Prison Commission (established at the time of the nationalisation of prisons in 1878) and absorbed the prison administration into the Home Office. The move was heartily disliked by the penal reform lobby. The Prison Commissioners themselves were distinctly unenthusiastic about the change. And the prison service generally preferred to retain the direct link it had with a body of highly-respected and publicly identifiable commissioners who, while answerable to the Home Secretary, exhibited a high degree of independence from Whitehall.

The penal reform lobby argued then that the disappearance of the Prison Commission would remove those responsible for prisons from public view and scrutiny, allowing for less public interchange on penal affairs issues and consigning prison administration to the labyrinthine passages of an anonymous bureaucracy. Almost everything that has happened since in a parlous prison system has tended to confirm the opposition's prediction. Within the prison department of the Home Office the hierarchy of administration has become a gargantuan body largely incapable of providing an efficient organisation and management for running a modern penal system in a civilised society. Prison building programmes since 1959 have encountered difficulties in design and structure, so much so that the Department had to look to private architects and contractors to do the job. Prison industries have con-



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stantly run into difficulties. Staff management has been a worrisome problem, not helped by the Prison Officers Association, which has been a thorn in prison officials' flesh. It has been the kind of trade union that possessed and displayed an extraordinary capacity to frustrate the wishes of the employer. Even the "fresh start," sensibly introduced to rationalise the prison officers' pattern of work, has been only a qualified success.

Imprisonment for those sent inside by the court has improved, despite the continuing archaic sanitation in most prisons and overcrowding, particularly acute for the unconvicted prisoner remanded to the local prisons. The one bright spot has been the Prisons Inspectorate (the introduction of which was initially resisted by the Prison Service) vigorously led by the second Chief Inspector, Judge Stephen Tumin. Most of the liberal reforms of recent years - the abolition of censorship of prisoners' mail, the judicial supervision of prison disciplinary proceedings, and control over recall from parole - have been forced on the prison system by the European Commission and Court at Strasbourg.

There have of course been some advantages from the dissolution of the Prison Commission. Career civil servants responsible for prisons have worked with prison personnel who spend some of their time working at regional headquarters as well as in the Prison Department of the Home Office. The location of prison administration within the Home Office has certainly made it easier for Home Office Ministers to impress their poli-

cies upon the prison system. This has been a mixed blessing. The massive strengthening of security provisions following the escape in March 1982 of George Blake, the double agent of both MI6 and the KGB, put the clock of penal progress back 20 years. The proposal by Lord Mountbatten following the Blake escape for a special maximum security prison to accommodate all Category A inmates was rejected in favour of the dispersal of these prisoners into four separate institutions. The policy has not been successful, if only because it imposed a higher degree of security for the bulk of Category B prisoners who were not high escape risks.

Talk about privatisation of prisons is fading as it becomes clear that this would not be commercially profitable. But the Home Secretary is indicating that the new structure of local management of prisons might take a leaf out of the book of the NHS by introducing general managers. But the detachment of prison administration from the non-custodial segment of the penal system persists.

One distinct advantage of the absorption of the prison administration into the Home Office has been the close working relationship between prison administrators and those responsible for overseeing the Probation Service which functions outside of Government. It has thus been possible for Ministers to formulate a cohesive penal policy and implement it legislatively.

Every consideration dictates that the time is ripe for the establishment of a Criminal Justice Executive, a government agency statutorily created to manage the criminal justice system. It will be responsible for all convicted prisoners, and unconvicted prisoners including those kept in police stations as well as local prisons. It would administer the non-custodial and semi-custodial penalties and disabilities. It will be responsible for mentally disordered offenders. And it could provide a valuable structural back-up for the myriad of voluntary organisations active in after-care and community service.

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